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OVER THE
MEASLES
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BEHIND
THE SEX
SCENES
IN *FIFTY
SHADES
OF GREY*
PAGE 38



WHAT **STARBUCKS** KNOWS ABOUT AMERICA

BY RANA FOROOHAR

Starbucks
CEO Howard
Schultz

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Photograph by Ian Allen for TIME



The Starbucks Reserve Roastery & Tasting Room in Seattle.

Photograph by Ian Allen for TIME

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Joel Stein gives his 5-year-old son a cell phone

Nicki Minaj, page 48

Conversation

What You Said About ...



THE SHARING ECONOMY "Smart/funny/pretty," tweeted New York *Times* media columnist David Carr about *TIME*'s Feb. 9 cover on the rise of companies, like Uber and Airbnb, that enable people to rent out their cars, clothes, homes and more. Joel Stein "skillfully brought together" the way such companies have changed our behavior, added John Hamann of River Falls, Wis. But J. Dobosz, an occupational therapist from New York City, was critical of remarks by Katherine Lugar, head of the American Hotel & Lodging Association, who told Stein that one of Airbnb's advantages was not having to pay for renovations to accommodate customers with disabilities: **"We're all human and deserve access to our community."**

ADVICE FOR COLLEGE-BOUND WOMEN

Susanna Schrobdsdorff's widely shared essay on advice to her college-bound teen daughter spurred strong reactions from readers, mostly positive. "Who is this writer who is making me tear up?" wrote Joseph Belmont of Frankfort, N.Y. **"Who is this completely aware parent who is bringing wonderful but scary images back to me?"**

But Marilyn Adams of McLean, Va., objected to Schrobdsdorff's saying she would defend her child's right to "wear what you want and have just-for-fun sex if you want" despite hoping she'd make different choices: "The era of impulsive 'fun' sex is long gone, and what a girl wears does matter." Claudia Allen of Emmaus, Pa., advocated teaching boys about their responsibilities as sexual partners—the "one huge hole in all this talk."

BORIS JOHNSON

In an exclusive interview with Catherine Mayer, London's mayor revealed that he was a social liberal and that it would not be "disastrous" if the U.K. left the European Union—remarks that quickly drew media attention. Some readers, however, were more focused on Johnson's famously unruly hair. "The probable future Prime Minister may have much to his name," wrote Frank Tolone of Phoenix, "but **he surely is in desperate need of a comb.**"



SETTING THE RECORD STRAIGHT

In Milestones (Feb. 9), we incorrectly described Duke's Mike Krzyzewski as the first NCAA Division I basketball coach to reach 1,000 career wins. Pat Summitt, longtime coach of Tennessee's Lady Vols, reached that milestone in 2009. In the same issue, a graphic accompanying "The Next Best Thing to a Cure" incorrectly labeled an organ as the spleen. It was the gallbladder.

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LIGHTBOX Before directing *Fifty Shades of Grey* (see story on page 38), Sam Taylor-Johnson was known for her personal and at times jarring art photography—as in *Self Portrait Suspended*, above. She says that's part of what drew her to *Fifty Shades*, which she calls "a fairy tale that was very dark and very adult. I hadn't seen anything cinematic like this before, so it felt like it was new territory." To see more of her work, visit lightbox.time.com.

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How do laughing and knuckle cracking affect your health? Our health team provides answers to these and other questions (samples below) in the new series "You Asked." Got a question? Send it to health@time.com or on Twitter to @timehealth with hashtag #youasked. And read the answers at time.com/you-asked.

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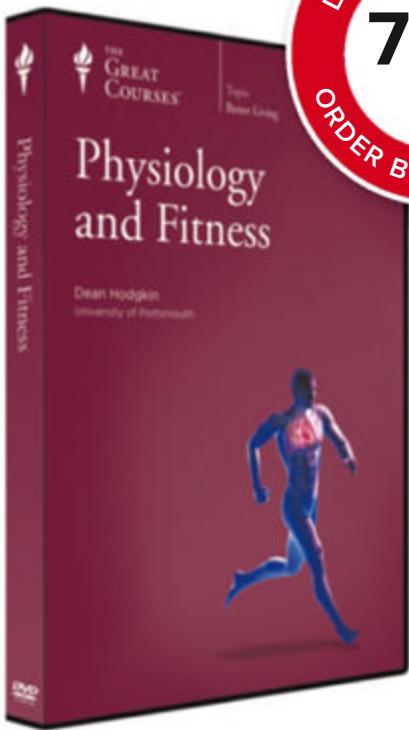
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29. Combat Workout
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Briefing

“The science is... pretty indisputable.”

PRESIDENT OBAMA, encouraging American parents to vaccinate their children in the wake of a measles outbreak that has infected more than 100 people; the field of Republican presidential candidates was roiled the first week of February by the debate over vaccinations



‘THERE WAS NOT A THOUGHT ABOUT RUNNING IT.’

PETE CARROLL, Seattle Seahawks head coach, after his controversial selection of a pass play from the goal line in the closing seconds of Super Bowl XLIX led to a game-clinching interception for the New England Patriots



183
Number of people sentenced to death over 2013 police killings in Egypt



\$21.4 million

Amount of money a Canadian man missed out on because his winning lottery ticket printed out seven seconds after the 9 p.m. deadline

Game of Thrones
The Imax premiere of two TV episodes sold \$1.5 million in tickets



GOOD WEEK
BAD WEEK



Winds Of Winter
The publisher crushed fan hopes for a new *GOT* book this year

13.5 lb.

Amount of marijuana (6 kg) a New Mexico family had been unwittingly driving around in a van for the past 13 years, having purchased the vehicle preowned



‘We are not thinking about the women.’



LISA MURKOWSKI, Republican Senator from Alaska, after her party's takeover of the Senate resulted in fewer women in committee-leadership posts

‘China is opposed to ... any country’s leader meeting with the Dalai Lama.’

HONG LEI, Chinese Foreign Ministry spokesman, reacting to President Obama’s meeting with the exiled Tibetan leader



Briefing

LightBox

In Ruins

A Kurdish marksman surveys the devastation of Kobani, Syria, on Jan. 30, days after Kurdish forces recaptured the city from ISIS. Months of fighting left the town largely abandoned.

Photograph by
Bulent Kilic—AFP/Getty Images

FOR PICTURES OF THE WEEK,
GO TO lightbox.time.com





World

India and China's Growing Rivalry

By Ian Bremmer

In 2016, India's economic growth will outpace China's, according to the International Monetary Fund. This is as much about China's recent slowdown as it is about India, which should grow faster simply because its economy is much smaller. But at a moment when China is accepting slower growth to restructure its economy, India's revival—due in part to the reforms planned by Prime Minister Narendra Modi—is welcome news for the world.

Yet Modi wants India to be more than a powerful economic engine. He wants a country that is assertive on the international stage. During U.S. President Barack Obama's three-day visit to New Delhi in January, the two leaders spoke of strengthening ties between their countries after decades of missed opportunity. Obama insisted that "America can be India's best partner" in the 21st century. A beaming Modi spoke of a "natural global partnership" that is needed "in our world of far-reaching changes and widespread turmoil."

Not everyone is pleased. Just as Washington watches for signs that

China and Russia might make common cause at America's expense, hints of closer ties between India and the U.S. set off alarm bells in Beijing. Adding to China's anxiety, Modi is building stronger commercial and political relations with China's other heavyweight rival, Japan. The possible alignment of Washington, Tokyo and New Delhi into a sort of axis of democracies has seized the attention of China's leaders and military planners.

They should be concerned—China and India are natural rivals. Unlike Japan, India is an emerging market, competing directly with China for inbound investment and access to resources. Disputes over the flow of rivers between India and China will determine the access of both countries to fresh water and hydroelectric power.

And India, much more than Japan, has a military capable of projecting power in Asia. It's already the world's largest importer of arms, and Modi would like it to become a leading exporter. He has moved to sell weapons and military equipment to Vietnam and the Philippines, countries with which China remains openly at odds in the South China Sea. India and Vietnam are also expanding their trade in energy. For Beijing, New Delhi's outreach to Hanoi further fuels fears that better relations with the U.S. and Japan will make India more aggressive at China's expense.

India and China don't have to become enemies. Tokyo and Beijing have recently managed to defuse tensions between themselves despite enmity that goes back decades. But if competition with China becomes a conflict—whether economic or military—India's long-overdue rise might exact a considerable cost on a relationship now squarely at the heart of the world's most economically important region.

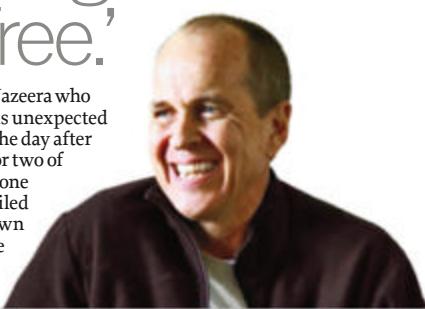


Modi, right, meets with Chinese President Xi Jinping in New Delhi last September

CYPRUS

'If it's right for me to be free, then it's right for all of them to be free'

PETER GRESTE, an Australian journalist for al-Jazeera who was imprisoned in Egypt for 400 days until his unexpected release on Feb. 1. Greste, speaking in Cyprus the day after being deported from Egypt, voiced concern for two of his colleagues—one Canadian Egyptian and one Egyptian—still being held. The three were jailed for their coverage of the government crackdown on Islamist groups, but their convictions were overturned on Jan. 1 after protests by human-rights groups and foreign governments.



Foreign-affairs columnist Bremmer is the president of Eurasia Group, a political-risk consultancy

DATA

A BRAND-NEW FLAG

Fiji said on Feb. 3 it would redesign its flag to shed symbols of the colonial era. Here are some other national-flag makeovers:

Burma

The military adopted a new flag after drafting a new constitution



1974–2010

NOW

Georgia

The flag of the 2003 Rose Revolution became the national banner



1990–2004

NOW

Rwanda

The country redesigned its flag to reflect unity after the 1994 genocide



1962–2001

NOW



The Toll of War

SYRIA A man at a field hospital provides medical assistance on Feb. 2 to a victim beside two injured children, after what activists said was an air strike by government forces in the Duma suburb of Damascus. Since the conflict between President Bashar Assad and rebel groups began in 2011, more than 200,000 people have been killed and nearly 4 million have fled the country. *Photograph by Mohammed Badra—Reuters*

ROUNDUP

The Arab Countries Fighting ISIS



On Feb. 3, Jordan's government confirmed the death of a Jordanian pilot at the hands of ISIS after a gruesome video was posted online of the airman being burned alive. The death of Lieutenant Muath al-Kaseasbeh, whose F-16 crashed in Syria in December, is the most prominent suffered by the Sunni Arab countries taking part in U.S.-led coalition air strikes, with possible repercussions for those key partners:

Jordan

King Abdullah pledged to retaliate despite the country's relatively limited military reach. The U.S. said on Feb. 3 that it would boost aid to Jordan by \$340 million.

UAE

The United Arab Emirates, which condemned the killing, will still be seeking reassurances from the U.S. after reportedly pausing air strikes in December over concerns that its pilots were at risk.



Saudi Arabia

ISIS is suspected in a January attack on the border, and newly crowned King Salman, a former Defense Minister, is expected to keep his air force on the offensive.



Bahrain

The Gulf state, a strategic U.S. partner that hosts the U.S.'s Fifth Fleet, has so far played a largely symbolic role in the fight against ISIS but denounced al-Kaseasbeh's murder as "despicable."



20 MINUTES
The time it took for tickets to sell out for the Feb. 15 cricket World Cup match in Adelaide between India and Pakistan; India has won all five World Cup matchups in the emotionally charged rivalry since the tournament began in 1975



Trending In



HEALTH

Scientists have begun to provide two experimental vaccines against Ebola to 30,000 volunteers in West Africa as the World Health Organization focuses on ending the epidemic after the weekly number of new cases dropped below 100 for the first time in six months.



NEGOTIATIONS

Greek Finance Minister Yanis Varoufakis, whose anti-austerity party, Syriza, was swept into power last month, visited the U.K., France and Germany to try to strike a deal to ease his country's debt load and ensure future support before the current E.U. bailout expires on Feb. 28.

SCIENCE

Britain voted on Feb. 3 to become the first country to allow "three-parent" in vitro fertilization, a technique used to prevent inherited diseases, which takes DNA from a mother, a father and a female donor; the practice has drawn opposition from religious groups.



Nation

See How They Run

By Zeke J. Miller

With a potential field larger than any other in memory, the GOP presidential sweepstakes has already split into several smaller contests, with different candidates competing in separate lanes for the nomination. It's a dizzying spectacle, coming six months before the first debate and one year before the first voters go to the polls.

Illustrations by Lon Tweeten

THE OUTSIDERS

Governors position themselves as good-wrenches ready to fix the nation's broken politics



SCOTT WALKER

After wowing an Iowa audience, the Wisconsin governor flew to Washington to attack its politicians, putting him on the verge of a breakout. Next he must prove his mastery of the issues.



GEORGE PATAKI

The former New York governor has embarked on a quixotic, tweet-intensive pre-campaign, but a rationale and public interest remain elusive. Having 18,000 Twitter followers gets you only so far.

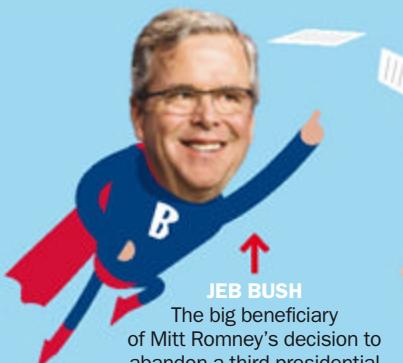
THE ESTABLISHMENT

A competition for party pros, billionaire money and Beltway cred



CHRIS CHRISTIE

Squeezed by Jeb's success and New Jersey's economic drag, the governor keeps working both sides of the Atlantic. His bombast remains uncontested in the heartland.



JEB BUSH

The big beneficiary of Mitt Romney's decision to abandon a third presidential bid, the former Florida governor has dominated the early jockeying for moneymen and staff. Unknown: how he performs with voters.



MARCO RUBIO

The betting money says Bush's campaign will keep the Florida Senator from running this cycle, but he has impressed GOP bigs nonetheless. Watch for whether he bows out after this month's book tour to run for re-election instead.

THE PURISTS

The base wants a champion, and several have stepped forward



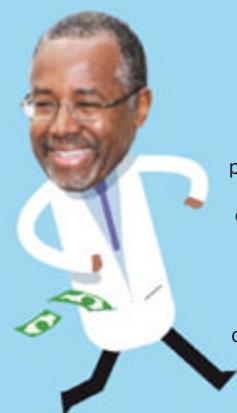
RICK SANTORUM

After winning the Iowa caucuses in 2012, Santorum has struggled for recognition in Round 2. Moral: you can run as a fresh face with a pickup truck only once.



BOBBY JINDAL

The Louisiana governor has one reliable move: run to the right with innovative policy solutions. But he still barely registers in the polls.



BEN CARSON

A pediatric neurosurgeon with zero political experience, he basks in high early poll numbers and a massive online-fundraising ability. Is he for real? There is a difference between punditry and politics.

Briefing

KEY
↑ TRENDING UP
↓ TRENDING DOWN
↔ HOLDING STEADY



RICK PERRY

The former Texas governor's quest to move beyond "oops" took a blow when a state judge refused to throw out his criminal indictment for abuse of power. Mug shots make lousy campaign posters.



MIKE PENCE

A conservative star with both Washington and talk-radio polish, the Indiana governor found a way to embrace Obama-care's Medicaid expansion. He says he won't decide whether to run until the end of April.



JOHN KASICH

The go-it-his-own-way Ohio governor has been touring the country in support of a balanced-budget amendment to the Constitution.

This is not an issue that shows any sign of catching fire.



THE WILD CARDS

They want to change the Republican Party, not just win it over



LINDSEY GRAHAM

South Carolina's most colorful defense hawk wants to reclaim traditional GOP foreign policy—in which instability is usually the enemy. He also may have an ace up his sleeve: support from casino magnate Sheldon Adelson.



CARLY FIORINA

The only woman in the anti-Hillary Clinton field, Fiorina has been one of the most effective critics of the former Secretary of State. But her record, both as a Senate candidate and Hewlett-Packard CEO, is ... complicated.



RAND PAUL

An intellect and master barb thrower, the Kentucky Senator is expanding his father's libertarian coalition. But his stumble over vaccine mandates suggests that transcending it will be harder.



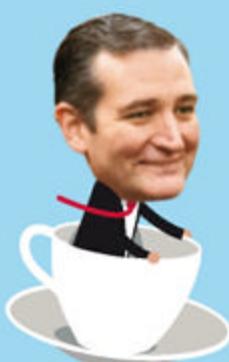
MIKE HUCKABEE

Social conservatives' favorite former Arkansas governor has retooled himself as a culture warrior after six years at Fox News. He has a shot if he can reignite his old populist message in an economic upturn.



TED CRUZ

The Tea Party firebrand is a proven draw among the party's evangelical and Obama-hating grassroots. That same orthodoxy, and an inability to attract campaign staff, could limit the Texas Senator's ambitions.



Immune Deficiency

Why a measles vaccine has presidential wannabes talking in code

BY MICHAEL SCHERER

MEASLES RANKS AMONG THE NASTIEST human viruses, able to hang in the air and lie low among entire unprotected populations. But never before has it spread around the world as it did on Feb. 2, jumping from an outbreak of unvaccinated kids in California's Disneyland to the mouth of New Jersey Governor Chris Christie as he traveled in London.

"Mary Pat and I have had our children vaccinated, and we think that it's an important part of being sure we protect their health and the public health," he said after a question about the Disney outbreak. Then he added, "Parents need to have some measure of choice in things as well, so that's the balance that the government has to decide."

With that coded phrase—*some measure of choice*—the measles virus went viral once again, along with the age-old debate over parental rights, public health and government mandates. "The state doesn't own your children," Kentucky Senator Rand Paul, another likely Republican candidate for President, followed up on the subject of vaccines. "Most of them ought to be voluntary."

Ever since Boston first required smallpox vaccination for schoolkids in 1827, public backlash has lingered as an antibody. Where some see a public health benefit, others see a needle or lance pushing foreign bodies into the bloodstreams of children. And so the fear gets filtered through our politics, with candidates sending code words—*I'm on your side, Mom and Dad*—to the skeptics on both ends of the political spectrum. In the 2008 presidential campaign, candidates John McCain and Barack Obama both entertained the notion that vaccines might have caused a spike in autism, a theory that had been discredited years before.

Today, all 50 states require schoolchildren to get a broad spectrum of vaccines, and both the science and law are settled. Specific religious or philosophi-



cal objections, the U.S. Supreme Court ruled as far back as 1944, do not give parents the right to avoid mandates imposed by the state. Vaccines, after all, are not just another seat-belt or helmet law, meant to protect an individual from an untimely end. They also protect others, by creating a herd immunity that stops bugs from coursing through populations, where they might target the most vulnerable, many of whom are unable to get vaccines on their own.

Yet the fear of government-mandated injections remains. In 1900, leaflets ranted against the "menace to personal liberty," and that language is once again ascendant, from the Tea Party conclaves of the Deep South to the tony farmer's markets of Hollywood. Lawmakers routinely introduce bills that would once again allow milk to be sold without pasteurization: liberty for dairy (and salmonella too). A debate over whether states should require a new vaccine for the human papillomavirus, a cause of cervical cancer, broke out during the 2012 presidential race, when then candidate Michele Bachmann wrongly claimed that it could cause mental retardation.

In a culture upended by diminished authorities, such fights will continue. But vaccines should fade as a campaign issue. Just as soon as Christie and Paul blew their dog whistles, party leaders from around the U.S. rose up to end the conversation. The mandated vaccines should be mandatory, they said, almost without exception. Soon after his remarks, Christie clarified his support for measles mandates, and even Paul, who once described mandatory vaccines as a step toward martial law, did what he could to raise a white flag—inviting a reporter from the *New York Times* to photograph him getting a booster shot during a doctor visit.

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Health



Paying to Play

As U.S. spending on medical research lags, a new crowdfunding model emerges

BY ALEXANDRA SIFFERLIN

IT'S A NOT-VERY-WELL-KEPT SECRET in the realm of science: when it comes to producing world-class research, the U.S. is losing its edge because of belt-tightening that's limiting medical innovation, says Dr. Francis Collins, director of the National Institutes of Health (NIH). The agency's budget of around \$30 billion is up from 2004's \$28 billion in nominal dollars—but when adjusted for the inflation in cost for medical research, the current budget reflects a drop of nearly 25% in purchasing power. "We have investigators in the U.S. who have great ideas, talent, creativity and energy

who are frankly at the point of giving up," says Collins. "That means all the talent and investment they represent is potentially being squandered." The agency hopes President Obama's 2016 budget proposal will pass, increasing NIH's budget by \$1 billion. But NIH isn't the only group that's been affected. The rate of growth in medical-research funds has dropped nearly 10% on an inflation-adjusted basis since 2004.

This innovation gap, nicknamed a "valley of death" by some in the field, has coincided with the launch of startups that rely on

WHERE YOU CAN DONATE

CONSANO

Experts vet projects that need funding, often from newer scientists, then solicit donations of any size

EXPERIMENT

Researchers post their projects, and donors can follow

GIVE TO CURE

Donors can help fund expensive clinical trials for drugs targeting certain diseases

ROCKETHUB

Science is one of the categories on this large crowdfunding website

crowdfunding strategies to raise small amounts of cash from lots of different people instead of relying on hefty sums from one.

The website Experiment, for instance, collects donations for projects like developing a better eye prosthesis or finding effective drugs for hookworm—which raised more than \$18,700. Consano, another crowdfunding site, is a nonprofit that's popular with new scientists. And the newest research crowdfunding, Give to Cure (GTC), launched in November 2014 with a focus on clinical trials that may accelerate new-drug discovery.

Unlike other platforms that fund studies of all stripes at a given moment, GTC zeroes in on one disease at a time, and it's starting with Alzheimer's. Once GTC picks its area of focus, it invites scientists to submit clinical trials that have regulatory approval but no funding. Next, a scientific advisory committee picks the five most promising trials, and GTC begins raising cash. The hope is that funding numerous projects for the same disease will increase the chances of finding a cure.

The studies are also audited along the way so donors can see where their money has gone and keep tabs on the scientists' progress.

Crowdfunding critics contend that these kinds of sites could result in funding only for "sexy" or widely understood and common diseases. But co-founder Lou Reese says the hope behind GTC and projects like it is to attract people with a personal attachment to a cause who want to see their donations go to specific research that might someday benefit their loved ones.

That's in part what inspired Reese to pick Alzheimer's as GTC's first disease. "My grandmother died of it," he says. "It was hard to watch her be robbed of what makes a person human. If we can nudge medical funding just a bit, we are going to be in a much better place."

Sweet raisins and tart cranberries.

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I love redheads



Stop, I'm blushing



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Milestones



Djerassi, who synthesized a key ingredient of the Pill, died Jan. 30 at 91

DIED

Carl Djerassi

A creator of the birth control pill

By Letty Cottin Pogrebin

Carl Djerassi helped invent the birth control pill, but in a sense, we have Eleanor Roosevelt to thank for it.

Djerassi arrived in the U.S. at 16, a penniless Austrian-Jewish immigrant, and soon afterward wrote to Roosevelt asking for help. Her intercession brought him a college scholarship, setting him on a journey of scientific achievement that led to his becoming known as the father of the Pill.

Unconventional, brave and transgressive to the end, Djerassi was the very definition of a Renaissance man. An eminent professor, brilliant chemist and pioneering biomedical entrepreneur, he was celebrated for his development of antihistamines and his work on environmentally friendly pest control. But he also wrote poetry, plays and novels, collected important art, started a cattle ranch and established an artists' residency program.

Yet Djerassi deserves to be best remembered for the birth control pill, which arguably gave women more freedom than the Declaration of Independence. Unless a woman is free inside her own skin, not subject to involuntary pregnancy, it is difficult if not impossible for her to exercise personal liberty or enjoy the pursuit of happiness. By giving us control of our bodies and reproductive decisions, the Pill has revolutionized our economic, political and sexual lives and enabled us to bear children whom we are financially prepared to support and emotionally committed to nurture and love.

Pogrebin, a founding editor of Ms. magazine, is a writer and social-justice activist

CONVICTED

Of running the illegal Internet black market Silk Road, **Ross Ulbricht**, the web developer who went by the nickname Dread Pirate Roberts. Ulbricht faces life in prison.

DIED

Geraldine McEwan, 82, an actress best known for starring in the first three seasons of *Agatha Christie's Marple*. She won a Best Actress BAFTA in 1991 for *Oranges Are Not the Only Fruit*.



ANNOUNCED

That **Harper Lee** will publish a new novel, *Go Set a Watchman*, in July. It will be only the second book she has published, after *To Kill a Mockingbird*, and is in essence a sequel to that literary classic.

DIED

Golfer Charlie Sifford, 92, who challenged the PGA's "Caucasian-only" rule and desegregated professional golf in 1961. He was awarded the Presidential Medal of Freedom last year.

ANNOUNCED

By **Mitt Romney**, that he will not run for President in 2016. The Republican made waves last month when he hinted that he might mount a third White House campaign.

AGREED

That **Standard & Poor's** will pay a \$1.4 billion settlement in a federal lawsuit accusing the firm of inflating ratings and defrauding investors in the run-up to the financial crisis.

WON

Tom Brady and Bill Belichick

Fourth Super Bowl

The quarterback has the GQ-ready smile, the supermodel spouse. The coach has the tattered sweatshirt and looks perpetually angry. On the surface, they're an oddball pairing. But no brain trust has won more Super Bowls than Tom Brady and Bill Belichick.

Their New England Patriots secured a fourth title Feb. 1, as Brady rallied his team from a 10-point fourth-quarter deficit to defeat the Seattle Seahawks 28-24 in Super Bowl XLIX. The pair now ties Terry Bradshaw and Chuck Noll for the most Super Bowl wins for a QB-coach combo.

New England had some help for this one: namely, the Seahawks' play callers. Seattle had a chance to clinch it in the waning seconds, before the coaches called for a pass from the one-yard line. An undrafted rookie, Malcolm Butler, made the greatest pick in Super Bowl history. But Seattle's blunder shouldn't overshadow Belichick's brilliant game plan or Brady's flawless fourth-quarter execution.

Sure, the "Deflategate" probe over the Patriots' use of underinflated balls on their way to the Super Bowl is still pending, and if Brady or Belichick tampered with any footballs, their legacy could be tainted forever.

But no solid evidence, right now, points to their guilt. They're just the best team ever.

—SEAN GREGORY

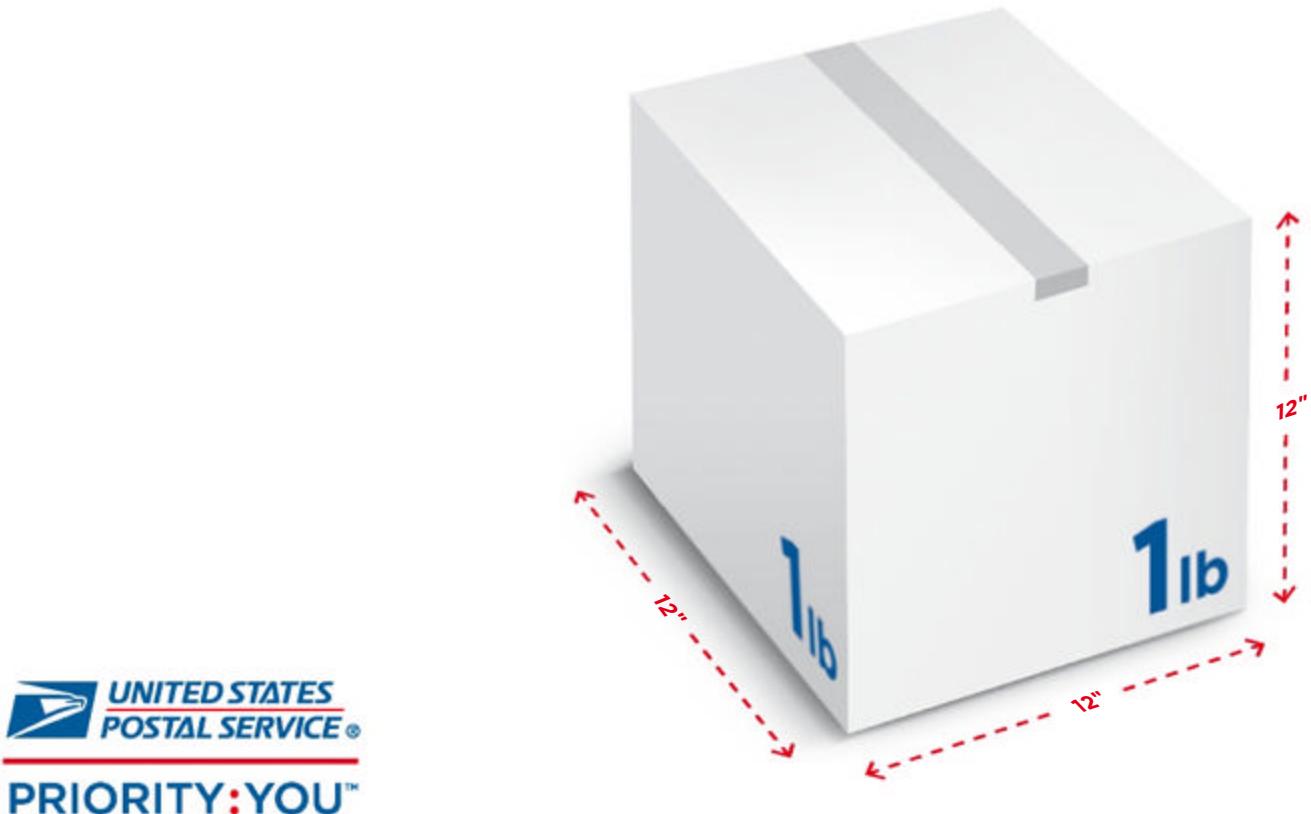


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Something is different this year: Some shipping companies are trying to box you in by expanding their use of **Dimensional (DIM) Weight Pricing**. That means you pay for your domestic package's actual weight or its dimensional weight — whichever is greater. For example, you could be billed the 11-pound rate for this 1-pound box because of its 12"x12"x12" size. That could get expensive. But you have a choice: The **USPS®** continues to offer a broad range of efficient and economical shipping options. Because we understand that one size does not fit all.

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Vitals



Marissa Mayer

Trouble in turnaround town

The Yahoo CEO unveiled a plan on Jan. 27 to spin off the company's \$39 billion stake in Alibaba Group, a move that could buy Mayer more time to fix her troubled firm. Angsty shareholders had been agitating for such a move since Mayer took over three years ago.

► CLAIMS TO FAME

Mayer, an engineer by training, was one of Google's first 25 employees and rose to oversee the famously spartan look of the search giant's products. In 2012, she took the top job at Yahoo, the once dominant Internet firm that has struggled to find a footing for more than a decade. Two years ago, FORTUNE magazine put Mayer at the top of its Most Powerful Women list.

► CURRENT CHALLENGES

Time is running out for Mayer to prove that she can revitalize Yahoo. Big-ticket acquisitions—Mayer spent \$1.1 billion to buy Tumblr in 2013—have yet to improve the company's core web businesses.

► LATEST MOVE

Spinning off the Alibaba stake into a new company, tentatively named SpinCo, should appease the many who think SpinCo will be more valuable on its own. Investors sent Yahoo shares up sharply after it unveiled the move, which will save the company some \$16 billion in taxes.

► BIGGEST CRITICS

Dissenting Yahoo stakeholders are unlikely to stop pressuring Mayer. Eric Jackson, a longtime shareholder and vocal critic, thinks the new Yahoo could be an attractive takeover target. A merger with rival AOL is another possibility.

► CAN SHE DO IT?

Turnarounds of the sort Mayer has promised are few and far between in Silicon Valley. After the spin-off, Yahoo's stock will likely sink, making it less valuable as currency to fund splashy deals. A smaller, more focused Yahoo may get more time—but not much. —MATT VELLA

VITAL STATS

39
Mayer's age

1994
Year that Yahoo was founded

47
Yahoo acquisitions during Mayer's tenure

\$16B
Amount in taxes saved by a spin-off

COMPLEXITY

HAS A MILLION IDEAS IT
CAN'T MAKE HAPPEN.

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Run Simple

Economy



Pop Chef

Tiny, temporary restaurants are a model with staying power

BY MANDY OAKLANDER

JEREMY BARAS REMEMBERS THE first time he ever saw a pop-up restaurant. The 26-year-old entrepreneur was on vacation in England four years ago and had to look up at the London Eye Ferris wheel to see it. Dangling above him was a capsule full of diners who were served a new course each time it made a revolution. "I thought that was the coolest thing ever," he says. Baras, who founded PopUpRepublic.com in 2012 to promote the idea of pop-up restaurants stateside, has been studying them ever since.

Pop-ups, which have been around since at least the early 2000s, are open anywhere from a few hours to several months, but their defining feature is that they are temporary. They may be only a sliver of the \$709 billion U.S. restaurant industry, but pop-ups have gotten a boost in recent

years as a lower-cost, lower-risk way for entrepreneurs to test the waters. Some restaurant owners see them as a way to renew interest in existing locations. And some struggling cities, like Oakland, Calif., have turned to them to help revitalize local economies bruised by the recession.

The concept has been especially popular with up-and-coming chefs who want to test-drive a menu concept without investing

\$125

Lowest cost of an annual Dinner Lab membership; tickets for meals are purchased separately

POP-UP DINNERS
MAY BE HELD
IN LOCATIONS
LIKE ABANDONED
CHURCHES

a fortune in a permanent space. "Your line cooks and sous chefs, they're really, really talented, but they're sort of stuck in the back of somebody else's kitchen cooking somebody else's menu," says Zach Kupperman, chief business officer and co-founder of Dinner Lab, a two-year-old company that throws pop-up dinners in unconventional locations like abandoned churches and helipads. Its chefs cook in the middle of the space, give a preamble about the menu and themselves—and then bravely listen to diner feedback afterward. The company has raised more than \$3 million from private investors, including the chairman of Whole Foods.

Pop-ups' temporary nature also allows restaurateurs to charge a premium. Dinner Lab, for instance, charges diners an annual membership fee of \$125 to \$175, depending on where they live, plus \$50 to \$85 a head for each meal. "It's the fear of missing out," explains Baras. "Customers don't want it to be here today, gone tomorrow and they've missed out on something."

Pop-ups have benefited from the rise of crowdfunding. EquityEats, a startup based in Washington, D.C., that helps chefs find seed money, launched last November. The company raised \$650,000 for four restaurant ideas at a launch party thrown by the chefs, says EquityEats CEO Johann Moonesinghe. "What's fun about it is you get to interact with the chef," he adds. "That's what people really want."

Of course, trends in the food industry come and go quickly, and there's no guarantee that diners won't tire of the concept. Some entrepreneurs have resorted to even-more-gimmicky locations—in a former limestone mine, say, or at the top of a crane—to keep customers interested. Says Baras: "It's not quite part of the mainstream economy yet."

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Serena Williams

You Can Go Back

The tennis star explains why she will return to a haunting place

E WERE OUTSIDERS.

It was March 2001, and I was a 19-year-old focused on winning and being the best I could be, both for me and for the kids who looked up to me. I had spent tens of thousands of hours—most of my adolescence—serving, running, practicing, training day in and day out in pursuit of a dream. And it had started to become a reality. As a black tennis player, I looked different. I sounded different. I dressed differently. I served differently. But when I stepped onto the court, I could compete with anyone.

The tournament in Indian Wells, Calif., held a special place in my heart. I won my first pro match there in 1997, alongside my sister in doubles. I then sat and watched Venus qualify for the singles event and make a magical run all the way to the quarterfinals. It was a giant win not only for her but also for our whole family, and it marked the beginning of a new era that we were unknowingly writing. My first big tournament win also happened there, when I beat Steffi Graf in the '99 final.

When I arrived at Indian Wells in 2001, I was looking to take another title. I was ready. But however ready I was, nothing could have prepared me for what happened in the final. As I walked out onto the court, the crowd immediately started jeering and booing. In my last match, the semifinals, I was set to play my sister, but Venus had tendinitis and had to pull out. Apparently that angered many fans. Throughout my whole career, integrity has been everything to me. It is also everything and more to Venus. The false allegations that our matches were fixed hurt, cut and ripped into us deeply. The undercurrent of racism was painful, confusing and unfair. In a game I loved with all my heart, at one of my most cherished tournaments, I suddenly felt unwelcome, alone and afraid.

FOR ALL THEIR PRACTICE, PREPARATION AND confidence, even the best competitors in every sport have a voice of doubt inside them that says they are not good enough. I am lucky that whatever fear I have inside me, my desire to win is always stronger.

When I was booed at Indian Wells—by what seemed like the whole world—my voice of doubt became real. I didn't understand what was going on in that moment. But worse, I had no desire to even win. It happened very quickly.

CHAMPIONSHIP FORM

Williams' Australian Open victory on Jan. 31 was her 19th Grand Slam singles title, three shy of the record held by Steffi Graf



This haunted me for a long time. It haunted Venus and our family as well. But most of all, it angered and saddened my father. He dedicated his whole life to prepping us for this incredible journey, and there he had to sit and watch his daughter being taunted, sparking cold memories of his experiences growing up in the South.

Thirteen years and a lifetime in tennis later, things feel different. A few months ago, when Russian official Shamil Tarpischev made racist and sexist remarks about Venus and me, the WTA and USTA immediately condemned him. It reminded me how far the sport has come, and how far I've come too.

HAVE THOUGHT ABOUT GOING BACK TO INDIAN Wells many times over my career. I said a few times that I would never play there again. And believe me, I meant it. I admit it scared me. What if I walked onto the court and the entire crowd booed me? The nightmare would start all over.

It has been difficult for me to forget spending hours crying in the Indian Wells locker room after winning in 2001, driving back to Los Angeles feeling as if I had lost the biggest game ever—not a mere tennis game but a bigger fight for equality. Emotionally it seemed easier to stay away. There are some who say I should never go back. There are others who say I should've returned years ago. I understand both perspectives very well and wrestled with them for a long time. I'm just following my heart on this one.

I'm fortunate to be at a point in my career where I have nothing to prove. I'm still as driven as ever, but the ride is a little easier. I play for the love of the game. And it is with that love in mind, and a new understanding of the true meaning of forgiveness, that I will proudly return to Indian Wells in 2015.

I was raised by my mom to love and forgive freely. "When you stand praying, forgive whatever you have against anyone, so that your Father who is in the heavens may also forgive you" (Mark 11:25). I have faith that fans at Indian Wells have grown with the game and know me better than they did in 2001.

Indian Wells was a pivotal moment of my story, and I am a part of the tournament's story as well. Together we have a chance to write a different ending. ■

Williams is the world's top-ranked women's tennis player

HOWARD SCHULTZ IS TRANSFORMING HIS COMPANY.

STARBUCKS

New digs Schultz in his company's Seattle flagship store

Photograph by Ian Allen for TIME

FOR AMERICA

CHANGING THE COUNTRY IS GOING TO BE HARDER

BY RANA FOROOHAR



HOWARD SCHULTZ ISN'T AFRAID OF HIS FEELINGS. OR ANYBODY ELSE'S, FOR THAT MATTER.

The 61-year-old Starbucks CEO doesn't mind tears or hugs or displays of emotion of any kind. This is front and center on an icy January afternoon in New York City, where Schultz is leading a forum on race. Shocked by recent police shootings and unrest in Ferguson, Mo., New York City and Oakland, Calif., he decided to hold open meetings in five cities where Starbucks employees from top managers to entry-level baristas could speak frankly about their experiences with racism.

A little more than 40% of the company's baristas are minorities, and the audience of 400 or so at Cooper Union's auditorium reflects that. Schultz has just come from a meeting with New York City police commissioner William Bratton in which the two discussed ways the company could help ease tensions. Like a candidate holding forth during a televised town hall, Schultz is speaking from a spot on the floor near the crowd. "People have told me we shouldn't touch this issue, that we might stir things up, upset the shareholders. I don't agree with that," he says. "Conversations are being ignored because people are afraid to touch the issue. But if I ignore this and just keep ringing the register, then I become part of the problem. So here we are. Let's talk."

Pretty soon, the floodgates are open. The microphone is passed around, and dozens of partners, as Starbucks employees are called, begin sharing their stories. Some are crying, others angry. A young Senegalese immigrant, Tafsir Mbodje, a district manager who runs the Grand Central store among others, points out the slow police-response times in his former neighborhood, East New York. "I feel like we are at a tipping point in this country," Mbodje says. "And it's only going to take one more thing, one more event, to make things boil over." Schultz takes the microphone. "I was born in East New York, and I agree with you. We are at a tipping point. There's a lack of leadership in Washington, in government, and so it has to come from us."

The forum is quintessential Schultz. He is at his best with his people, talking about issues that other CEOs would rather not come up in mixed company. In recent years, Schultz has taken on student debt, health care, veterans' rights, youth un-

employment and gun violence. All this do-goodery can be hard to live up to 24/7. A progressive image can sting if it appears hypocritical, as it did in 2014 when a *New York Times* story chronicled how Starbucks' staff-scheduling software could wreak havoc on the lives of workers with kids. (Schultz says the problem has since been fixed.) And though investors have cheered Starbucks' recent performance—on Jan. 22, the Seattle-headquartered company said sales in the most recent quarter had grown by 13% year over year, to \$4.8 billion—a CEO's personal passions can irk investors when times turn tough.

Lately Schultz has been focused on one intractable problem in particular that will take more than a few feel-good forums to tackle: the future of the U.S. economy. The Great Recession and the recovery that followed have warped the economic landscape. What has emerged is an hourglass-shaped comeback with growth at the high and low ends and shrinking in the middle. Wealthy households have made huge strides while middle-income Americans struggle, reshaping businesses from housing and cars to groceries and clothing. Labor Department data show that wages for the vast majority of American workers have stagnated over the past decade. The U.S. is increasingly a nation of latte drinkers and latte makers, with very little room in between. Schultz, of course, depends on both.

His plan to address this, he tells TIME, could change your local Starbucks as you know it. Those changes also reflect the challenges facing the country as a whole. "Whether you're a Republican or a Democrat," he recently said, "we can all know and recognize one thing: the country is not going in the right direction." That's the kind of talk that had some, including Schultz's powerful pals, wondering if these are the musings of an outspoken billionaire flirting with the idea of taking a run at the world's most powerful job.

AMERICA IS "FRAGILE"

A FEW WEEKS BACK, WHEN STARBUCKS RELEASED its impressive quarterly numbers, Schultz got up in front of a bunch of Wall Street analysts and gave

SCHULTZ'S CAUSES



VETERANS

Starbucks has pledged to hire 10,000 military veterans by the end of 2018



them the bad news. "There is no company you can point to that is as dependent as we are on human behavior, the human condition and the people that wear the green apron," he said. And unfortunately that condition is, as he put it, "fragile." Schultz was referring to consumer sentiment, which, while improving, is still volatile. Spending can collapse at a moment's notice, just as it did during the Ferguson riots, when coffee sales nationwide suddenly dipped as consumers hunkered down at home rather than going out and spending.

Schultz is acutely aware of this because four times a day, he gets what may be the most up-to-date consumer-confidence indicator in America—Starbucks' coffee-sales figures. With nearly 12,000 stores nationwide, "we have a lens on almost every community in America," he says. "At 4:30 in the morning, I wake up and see the numbers of basically every store from yesterday." Those numbers give a picture that is very different from and much more sensitive than quarterly GDP figures. Over the past few years, says Schultz, they've pointed to a "fractured level of trust and confidence" that he attributes in large part to a sense that government is no longer functional and that no one is looking out for the welfare of the middle and working classes.

Sales will rise and fall with the national mood, tanking quickly during events like the New York City police protests—or the 2013 government shutdown, just one of the recent moments when Schultz has worried about the effects of partisan politics on the economy. "I called the White House after the government shutdown and shared with them [figures showing] that leading into the shutdown and for weeks afterward, we saw a significant drop in consumer spending." He spoke to people "at

MAN WITH A PLAN

Schultz at the company's original Seattle roasting plant in 1990



WORK TRAINING

The Schultz Family Foundation has trained nearly 700 disadvantaged workers for jobs in retail and customer service

the very highest level on both sides of the aisle" to stress his feeling that this effect would be "linger-ing" and would result in a more skittish consumer. "And that's exactly what's happened," he says.

Starbucks—whose baristas, at Schultz's suggestion, wrote *COME TOGETHER* on coffee cups in protest over the shutdown—already had a reputation at that point as a progressive company, having been one of the first retailers in the country to offer affordable, comprehensive health care to full-time and eligible part-time employees and their families, as well as a stock-grant program (Bean Stock) for all. And there have also been big pushes in areas like workforce training (the company and the Schultz Family Foundation together have trained nearly 700 disadvantaged young people for jobs in retail or customer service), hiring and training of returning veterans (Starbucks has pledged to employ 10,000), student debt and access to education (the company has promised to help pay for employees to get their bachelor's degree, an investment that will likely cost Starbucks tens of millions of dollars).

Schultz says he is deeply invested in these ideas not only because making the company a preferred employer helps keep turnover costs lower and service quality higher than the industry average but also because he believes corporations have a duty to help people realize the American Dream. "I think the private sector simply has to take a larger role than they have in the past. Our responsibility goes beyond the P&L and our stock price. We have to take care of people in the communities that we serve. If half the country or at least a third of the country doesn't have the same opportunities as the rest going forward, then the country won't survive. That's not socialism," says Schultz. To him, it's practical reality.

Schultz believes that keeping the economy viable will also require major changes in corporate business models, Starbucks' included. And that's where customers will begin to notice some changes. Just as fashion brands have haute couture and mass-market lines, Starbucks this year will open the first of a series of luxury Reserve stores, where customers can get a more rarefied and expensive assortment of coffee. (Some may also experiment with selling wine.) Expect many more specialized formats designed for specific places, like express stores coming to New York City or mobile trucks currently on college campuses. Over the next five years, Schultz will be busy transforming the Starbucks experience, in large part by experimenting with ways to draw in ever-more-fickle consumers.

In part, that will involve taking seriously the crowded space for cheaper coffee, a phenomenon that along with the financial crisis helped lead to a steep downturn in Starbucks' fortunes in 2008. Starbucks will have to compete more directly not only with McDonald's and Dunkin' Donuts but also with budget outfits like 7-Eleven. (When even Taco Bell is advertising its coffee, you know things are getting tough.) You will start to see the mermaid logo near places like your local bowling alley. The firm that built its image on an "emotional" connection to coffee that allowed for personal indulgences like \$5 mocha Frappuccinos is going to have to find ways to compete with those that sling bare-bones \$1 coffee—and a lot of it. (Starbucks hasn't decided yet how the menu might change.) The company is approaching this in a characteristically cool way—building outlets from used cargo containers at highway exits, for example—but it's not going to be easy to make one brand mean two things to different customers.

More important, this change of course puts the company in an awkward position. To continue to grow, it must adapt to the economic landscape, making a play for high-end consumers with disposable income while also tailoring outlets and products to lower-end consumers who have less to spend. But doing this means Schultz is implicitly accepting a truth that he has been rallying against for years. That leaves Starbucks aggressively changing its business model to make the most of a country in which the middle class is shrinking while its outspoken CEO loudly cries out against the forces that shrink it. The future of Starbucks, like the economy itself, has a split personality.

KID FROM CANARSIE

THIS DIVIDE IS NOT UNFAMILIAR TO SCHULTZ. HE grew up the watchful, working-class child of a depressed, blue collar father. The elder Schultz, a military veteran without health care who was driving a diaper truck in the days before disposables were ubiquitous, fell on the ice when Howard was little and was let go with no benefits or pay. He never recovered, physically or mentally. With Schultz's



ROASTED BEANS SPEED THROUGH COPPER TUBES



EDUCATION

Starbucks has promised to offer tuition for full- and part-time employees working toward a bachelor's degree

dad couchbound and unable to work, the family struggled with poverty in the housing projects of Canarsie, Brooklyn. "I saw my father, who was unfortunately very bitter about his own life, not ever having the self-respect that he thought he deserved, because he was an uneducated blue collar worker," says Schultz. "Consciously or unconsciously, I think one of the things I was trying to do was build the kind of company my dad never got to work for."

That focus on the working poor is something that sets Schultz apart from many in the 0.001% of which he is now a part. (*Forbes* estimates his net worth at some \$2.4 billion; famous friends include JPMorgan Chase CEO Jamie Dimon and Oprah.) His wife Sheri, an equally kinetic and emotive blonde who looks a little like actress Ellen Barkin, helps run the family foundation. She remembers



THE
15,000-SQ.-FT.
BUILDING WAS
BUILT IN 1920

A 20-LB. BATCH
OF COFFEE
TAKES 12 TO 15
MIN. TO ROAST

humility and appreciation for people as the qualities that initially drew her to Schultz when the two met in a Hamptons house share 36 years ago. "You know how they say you can find out about a person when you're in a restaurant and you see how they treat someone who helps you? He would be that guy who before he left would go to the boss and say how great the person was that served our dinner," says Sheri. "That's Howard."

One Friday afternoon at the Camp Pendleton Marine base near San Diego, Schultz sits signing copies of *For Love of Country*, a book he co-wrote with *Washington Post* senior correspondent Rajiv Chandrasekaran about the struggles of returning veterans. A hundred or so people have lined up for copies, and Schultz is quietly scribbling his signature until a middle-aged man from Sunset Park,

NEW GROUNDS

Starbucks' flagship Reserve Roastery and Tasting Room, opened in December in Seattle, previews what some of the firm's higher-end stores may look like

Brooklyn, strikes up a conversation. Within seconds the two are backslapping and joking about who came from the tougher neighborhood. "When you say you went to Canarsie High School, you get a whole new level of street cred!" boasts Schultz. He waves over his genteel-looking public-affairs director, Vivek Varma. "Hey, how long do you think Viv would last in the Bayview projects?" Schultz asks his new buddy. "With that watch?" the man fires back. "How fast can you run?" He and Schultz both double over laughing.

Schultz may be of the people, but he's no saint. He's more sensitive than most executives to criticism and tough questions. So much so that he has a tell: when he's on the defensive, his eyes open wider than normal. And like many business leaders from hardscrabble backgrounds, he can be a control freak. Top staffers say multiple 5 a.m. emails from him aren't unusual. Is that tough? I ask one lieutenant. "Only if you are a normal person who gets started at 8 a.m.," he responds, a little weary. Schultz also has a tendency to parachute into situations, pre-empting members of his staff who are trying to do their jobs. He says he needs to combat his tendency to "override the people who are responsible. [It's] not healthy for the organization." One rare rich-guy move, Schultz's purchase of the Seattle SuperSonics in 2001, ended with a very unpopular sale that relocated the team to Oklahoma City; Schultz was frustrated by the experience in part because he didn't get as much control as he would have liked.

Schultz continues to push generous benefit packages for staff, despite protests from the Street. In 2008, when bankers wanted him to cut health care to make his margins, he refused. "We found that 70% of the people working for Starbucks did not have a college education," Schultz says, "and a large percentage of them had started and stopped." To solve that, he partnered with Arizona State University, which has an extensive online curriculum, to allow Starbucks employees to go to school on their own time while continuing to work. So far, 1,500 employees have taken up the offer (Starbucks says job applications have jumped too as a result), giving the notion of online education a boost in legitimacy and earning Schultz praise from both liberals and conservatives.

Grover Norquist, the right-wing tax activist, sees Starbucks as a model for a kind of business federalism in which the private sector does things better and faster than government. "Howard isn't saying, Hey, I'll give you a check. He's saying, I want your skills, [at the same time] that he's changing the cost of education by revolutionizing education itself. He's backing into the reform of public education," says Norquist, who also believes Starbucks' lead on the veteran-hiring issue could displace entire departments of the federal government. "More people live close by a Starbucks than a VA office."

HOWARD FOR PRESIDENT?

INEVITABLY, ALL THE TALK ABOUT A LEADERSHIP void in Washington has led people to wonder whether Schultz might be privately positioning himself for public office. (He is a Democrat.) There is, after all, a rich tradition of wealthy businesspeople pushing political agendas, from Edward Filene, who started Filene's Basement before helping develop community credit unions and pass the first workmen's-comp law, to former eBay CEO Meg Whitman, who unsuccessfully ran for governor of California five years ago. People close to Schultz, like entertainment mogul David Geffen, have suggested he think big. "I first told Howard he should run back in 2008," Geffen says. "We were having a very intense conversation about things that were happening in the country, and Howard had a strong point of view about various things," like, for example, the bank bailouts. "We both felt there was a lot of corruption in government and a lack of conviction to put things right."

Bill Etkin, a financier and lawyer who is a close friend of Schultz's as well as a consultant for Starbucks, says the CEO did think seriously at one point about entering the political arena. Schultz and his wife hosted a dinner for Michael Bloomberg a few years back when the former New York City mayor was considering a run for President. The two discussed the challenges of moving from the business world to politics. Etkin says Schultz ultimately feels he can do more for the public good from his current perch than he could in Washington. Mellody Hobson, president of the \$10 billion asset-management firm Ariel Investments and a Starbucks board member as well as an Obama campaign supporter, says, "Howard is a maverick, and mavericks don't do well inside big institutional structures." Norquist puts it more bluntly: "'You should run for office' is what people in this country say to you when they mean 'I like your ideas. I wish people in Washington thought like you did.' That's what Ralph Nader's friends said to him, and when he ran, they screamed at it and said, 'Hey, you are funneling money away from the mainstream of the party!'"

For his part, Schultz insists he's not interested in running for office at the moment and has neither the temperament to make the compromises necessary to embark on a Democratic political career nor the desire to be a third-party candidate. "I don't think that is a solution. I don't think it ends well." There is also the baggage that every successful businessman turned politico has to carry in terms of translating his successes—and his failures—in one realm to another. In 2012, for example, Starbucks ran into PR trouble in the U.K. after revelations that it had paid only minimal corporation taxes on many hundreds of millions of dollars in sales. The company, which had been domiciling in the Netherlands, as many large companies do,

says it complied with all tax laws. Starbucks has since voluntarily paid more, and it has moved its European headquarters to the U.K. Still, the episode shows how difficult it would be to balance running a multinational company with running a progressive political campaign. For now, Schultz says, he's content to "see what Hillary does."

Whatever his future ambitions, Schultz is caffeinated and eager to do bold things both for his business and for the country at large. Wherever he goes, he pops into Starbucks stores, sometimes recognized, often not. "Hey, how is that Pumpkin Spice Latte doing?" he asks the somewhat shocked manager of a store in San Diego, where he has made a surprise visit for his fifth Sumatra of the day between meetings with veterans' groups. Baristas scramble to fill the order, looking a little awestruck. "Maybe we should move the holiday display cards up a few inches?" Schultz offers.

Schultz is busy mapping Starbucks' future. The company recently announced the hiring of a new No. 2, 16-year Microsoft veteran Kevin Johnson, to help lead a push into mobile payments. Through its smartphone app, Starbucks already does more of those per week than any other retailer, and Schultz has visions of competing with the likes of Apple Pay. In Seattle, Schultz just opened a flagship Starbucks Reserve Roastery and Tasting Room, a Willy Wonka-esque coffee fantasia where customers can watch every part of the coffee-making process, from bean roasting to foaming. A hundred high-end Reserve stores are coming in the next five years to cities including Chicago, Los Angeles, New York, San Francisco and Washington. And Starbucks says customers in some cities will be able to get their caffeine fix delivered to their door by the end of 2015.

There will be challenges along the way. Aside from the bargain-basement competitors, Schultz will have to keep his eye on a raft of high-end bespoke coffee chains trying to re-create Starbucks' early formula, including Blue Bottle, based in Oakland, Calif. Other enthusiastically unveiled initiatives, like a push into food, have been hit or miss. Schultz's founder's passions still burn, but he has a hard road ahead in the split economy, and the future of Starbucks after him is unclear at best.

On the policy front, the company is planning to dramatically ramp up the number of out-of-work young people, veterans and other struggling groups that get workforce training through Starbucks. On Feb. 9 in L.A., Schultz is holding the company's first open forum on racism with non-Starbucks participants. Meanwhile, the early-morning emails with the next big idea—to staffers, friends, his wife, other CEOs—are unlikely to stop coming anytime soon. "I like to take big swings," says Schultz, smiling and chugging yet another Sumatra. "Maybe it's all the coffee."

CHANGES BREWING AT STARBUCKS

Schultz is creating a set of premium stores as well as increasing the number of faster, on-the-go locations



SCALING UP

Reserve locations will serve the company's top-of-the-line roast



SCALING DOWN

Starbucks will expand its quick-turn business, in locations like coffee trucks and stores built out of shipping containers



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Leaving Tests Behind

The backlash against standardized tests has left lawmakers searching for ways to keep parents happy yet still hold schools, and students, accountable

BY HALEY SWEETLAND EDWARDS

IF YOU HAD WANDERED LATE LAST YEAR into Matthew Tosiello's third-grade science class at Abingdon Elementary School in Virginia, you would have encountered an army of frogs. Origami frogs, that is—palm-size critters made of green index cards, each equipped with a tongue made of either masking tape or water-sodden paper.

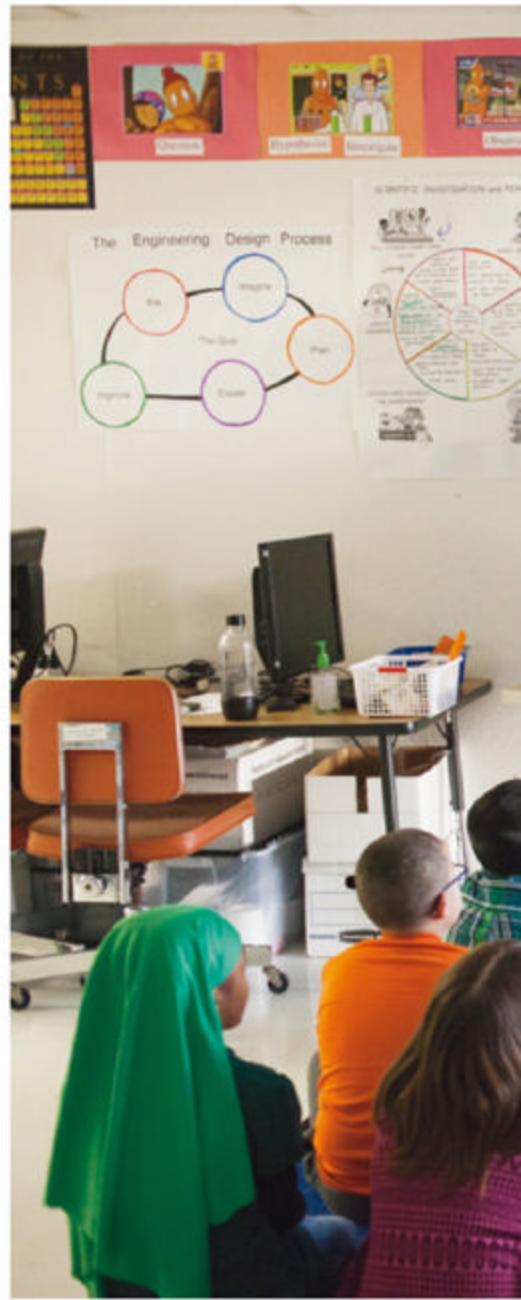
Tosiello had asked his 8- and 9-year-old students to design an experiment to determine which natural adaptation—a sticky tongue or a wet tongue—was better for lapping up flies, a role played by eraser-size chads left over from a three-hole punch. The kids then had to describe their hypotheses, methods and findings in a lab report.

It may not have looked like it from a distance—there were no blue books or timed segments, and the classroom was far from silent—but the origami-frog project was actually an exam. A Virginia law that went into effect this year eliminated a handful of mandatory, fill-in-the-bubble standardized tests in public schools, including one for third-grade science. Instead, the law asked teachers to perform “alternative assessments”—performance-based projects to monitor students’ progress.

In the origami-frog unit, for example, Tosiello was able to determine which students were struggling with mathematical concepts like symmetry or measurement (frogs had to be folded precisely, with their tongues exactly 6 cm by 2.5 cm) and which grasped the more complex scientific ideas. “It’s a more appropriate way of looking at a student’s growth,” explained Joanne Uyeda, the principal at Abingdon Elementary. “It’s more authentic.”

Virginia’s move away from standardized testing is a reflection of a seismic shift in public opinion across the country about tests in schools. For the past two decades, the trend in federal, state and local education-policy circles has been to require more and more standardized exams as a way to establish common benchmarks of achievement and to hold schools accountable for their students’ progress. But in recent years, teachers, students, parents and lawmakers from both ends of the ideological spectrum have begun to revolt.

In a speech in January, Arizona state superintendent Diane Douglas called on the governor to defy federal law by opting out of an entire set of required exams. “Stop this madness and put our children first,” she said, echoing prominent officials in Seattle; Denver; Los Angeles;



Long Island, New York; and Newark, N.J., all of whom have recently recommended reducing or eliminating tests or the consequences associated with low scores. In addition to Virginia, a handful of other states, including Texas, Oklahoma and North Carolina, voted last year to peel back the number of state-mandated exams or to reduce their impact, according to FairTest, an organization dedicated to testing reform. A half-dozen other states are considering such measures this year.

The testing issue is front and center on the national stage too. Lawmakers have promised that in the next five months they will revise and possibly repeal No Child Left Behind, the federal education law that has the power to impose major



consequences on schools whose students tend to test poorly. At stake in this decision is not only the future of standardized testing and federal accountability measures in the country, but also how American classrooms will look and feel in the next decade.

At Abingdon Elementary, just outside Washington, D.C., the transition has been gradual. Only three standardized tests were eliminated from the school this year, and the decision was met with enthusiasm from most teachers and parents. But any move by Congress would be far more sweeping. This month, Minnesota Representative John Kline, who chairs the House Education Committee, proposed a bill that would gut the federal require-

Finding balance Matthew Tosiello's third-graders at Abingdon Elementary won't take a standardized science exam this year because of a new Virginia law

ment for standardized tests, instead handing states the decision of when and how to assess students. And in January, Tennessee Senator Lamar Alexander, who chairs the Senate Education Committee, floated a proposal that would keep some tests but eliminate the federal consequences associated with low scores. Others—including Patty Murray of Washington State, the ranking Democrat on the Senate Education Committee, and Secretary of Education Arne Duncan—have objected to nixing federal accountability measures entirely. Whatever the new, probably renamed, version of No Child Left Behind ends up looking like, its treatment of the role of tests in American education will be the most-watched reform.

Testing Mania

WHEN ADOPTED BY CONGRESS IN 2001, No Child Left Behind was a bipartisan triumph—an ambitious effort by President George W. Bush to rebrand and strengthen the 1965 Elementary and Secondary Education Act, a pillar of Lyndon B. Johnson's War on Poverty. Ideological icons on both sides of the aisle, including Ted Kennedy and John Boehner, supported the bill. But if it was once an example of bipartisan goodwill, it isn't any longer.

The law's requirement that all public-school children in the country take two standardized exams in reading and math every year from third grade to eighth grade, and then once again in high school, met with widespread, almost instant pushback. The idea seemed sound: the government could use test scores to determine how students were doing according to subgroups like race and income level, then hold schools accountable for their performance. And, crucially, the law had teeth: if a school failed to meet federal benchmarks of progress, it could be sanctioned, reorganized or closed.

But states and districts, panicked that their students would not perform well on all-important end-of-year exams, naturally responded by ordering up all kinds of new tests to track student progress. In many districts, that meant students were suddenly taking government-mandated exams every week or two, in addition to their classes' regular tests and quizzes. In Gadsden County, Florida, for example, students were required to take a total of 242 standardized exams between kindergarten and their high school graduation day, according to a recent study by the conservative Foundation for Excellence in Education.

Meanwhile, the law's high expectations didn't earn it many friends across the country. Almost immediately after it passed, schools began falling short of federal benchmarks for student performance; within a decade, thousands of schools were technically "failing" and therefore subject to sanctions. Overwhelmed, states began petitioning the federal government for temporary waivers from the law on the condition that they meet the feds' demands in other ways. Soon, No Child Left Behind was honored mostly in the breach: the Department of Education now grants 42 states temporary, conditional waivers. The resulting jury-rigged system has enraged state administrators



and fueled the idea that the whole framework is heavy-handed and unworkable. Senator Alexander regularly accuses the Department of Education of acting like "America's school board."

Party Strife

THE DEBATE OVER TESTING HAS FRAC-TURED both parties. Tea Party-backed and social conservatives, including presidential hopefuls like Texas Senator Ted Cruz and Kentucky Senator Rand Paul, decry the entirety of No Child Left Behind. The testing, the sanctions, the clumsy system of waivers—all of it amounts to shameless government overreach into what ought to be a local matter, they say.

Establishment and corporate-side Republicans, meanwhile, typically support the law as a valuable accountability tool. The Chamber of Commerce Foundation compared the federal testing requirement to an "annual academic checkup." "I always thought it was a conservative and sensible

Launching pad A third-grade scientist at Abingdon Elementary uses a homemade catapult to experiment with fulcrums and projectiles, then records her findings in a report

public policy to demand some accountability for investments," Margaret Spellings, who was President Bush's Secretary of Education and an architect of the law, told *TIME* last month. The federal government, after all, spends roughly \$79 billion annually on elementary and secondary education programs in the states.

Middle-of-the-road Republican presidential hopefuls like former Florida governor Jeb Bush and New Jersey Governor Chris Christie will likely walk a tightrope between the two wings of their party, calling for both accountability measures and devolution of power to the states. In a 2013 interview, Bush gave a preview of



that rhetorical two-step. He defended his brother's initiative, saying No Child Left Behind "pushed states that refused to begin the process of reform," before backing away: "But ultimately, this is a state-driven kind of enterprise."

Democrats are similarly divided. Their liberal wing, which traditionally leans on the teachers' unions as pillars of support, objects to No Child Left Behind for forcing teachers to "teach to the test," molding children into automatons and sacrificing critical-thinking skills at the altar of filling in the right bubble. The American Federation of Teachers and the National Education Association, meanwhile, support some federal testing requirements, but with caveats. The AFT, for example, wants to maintain annual exams as a source of information on student progress but limit the ways in which those scores are used to judge how schools are doing.

Hillary Clinton, the as-yet-undeclared Democratic front runner, has not ven-

tured a position on what should happen with No Child Left Behind, but she, like most moderate Republican contenders, may find herself performing a balancing act. As a Senator, she voted for the law in 2001, but on the campaign trail six years later, she opposed "overtesting." While she earned the AFT's endorsement, she also championed strong accountability tools, including measures that would tie teachers' salaries to students' test scores—an idea that gives many educators the willies.

Both the teachers' unions and Democrats, who might be natural political opponents of the law, find themselves lured by its strong civil rights credentials. The law is currently the primary tool available for tracking the scores of students across races and income levels. That data provides a basis from which to monitor, and fix, the disparities among students and economically varied school districts. Charles Barone, the policy director for Democrats for Education Reform, has defended No Child Left

Behind on the grounds that there needs to be a single yardstick to hold all students to the same standards of achievement.

Those opposed to the testing mandate dismiss the law's supporters. "You want to know what these tests show you?" asked Bob Schaeffer at FairTest. "That the local schools serving the largest percentage of kids living in poverty have the lowest scores. We already know that. We don't need to keep testing and testing to know it."

Outside the Margins

THE STRANGEST PART ABOUT THE TESTING debate is that almost everyone involved seems to agree on the most important issues. A strong consensus is easy to find for the idea of measuring how students are progressing compared with their peers in different regions and of different races. And even those who have been among the most vocal critics of testing often get on board with measures that reduce the number of tests, tweak the type of assessment or simply eliminate the steep consequences tied to low scores.

But if there is a commonly held goal, the question of how to get there remains. Some would prefer not to answer it at all, choosing instead to delegate those decisions to states and districts. Others argue that a common testing schedule and basic accountability system are necessary to ensure that all schools are held to the same standard. Still others insist that it's time to think outside the margins. Thanks to the data No Child Left Behind has already collected, as well as new technologies, it is possible today, in a way that it wasn't 14 years ago, to measure schools by how their kids' scores improve rather than by whether the scores meet static external benchmarks. And then it may also be possible to eliminate the need for old-school exams entirely, by using tablet computers to track kids' progress in real time as they use educational apps online.

Perhaps the origami-frog unit in Tosiello's third-grade class offers all the insight we need. At the end of that green, frog-filled day, Tosiello asked his students to noodle over a few questions. What if, he asked, the location of the flies had been different? What if they had been at the bottom of a long flower, like a test tube? What would the frogs have done? The young scientists pondered the question, and eventually some of them came up with an answer: when things change, the kids decided, you have to adapt. ■



Hidden menace

*A Boko Haram militant
at a guesthouse near the
Nigerian capital, Abuja*

Photograph by Andy Spyra

WORLD

THE BATTLE FOR NIGERIA

Whoever wins this month's presidential election in Africa's most populous country will face an increasingly confident Islamist insurgency

BY ARYN BAKER/ABUJA

JUST BEFORE DUSK ON A RECENT afternoon in Abuja, the Nigerian capital, a small crowd begins to gather under the trees of a local park. The people unfurl banners, set up a speaker system and arrange a few dozen plastic chairs in a semicircle. Some wear designer suits, others vivid African prints. One is draped in the full hijab of a conservative Muslim woman, but instead of the traditional black it is a vibrant red, silk-screened with white lettering that reads, BRING BACK OUR GIRLS. The woman picks up a mike. "It's been 280 days since Boko Haram abducted our daughters, and the government has done nothing. What do we want?" "We want our girls back and alive!" the crowd responds.

Part protest, part vigil, the Bring Back Our Girls rallies have taken place daily since April 30. That was the day that Aisha Yesufu, the woman in red, concluded that her government was not going to secure the freedom of the 276 Nigerian girls who were abducted from their school in the northern town of Chibok two weeks earlier by the jihadist group Boko Haram. Nominally apolitical, the rallies have taken on a partisan tinge over the past month as Nigeria prepares for a presidential election on Feb. 14. The incumbent, Goodluck Jonathan, is facing a strong challenge from Muhammadu Buhari, a former military general who served nearly two years as President after taking power in a 1983 coup.

Jonathan, who didn't publicly acknowledge that the girls from Chibok had gone missing until almost three weeks after their abduction, has largely avoided security issues in his campaign. That has infuriated the Bring Back Our Girls organizers. "This is not just about missing girls," says Yesufu. "It is about knowing that as a Nigerian citizen you have the right to feel secure in any part of our country." She shakes her head with incomprehension. "It is absurd that Jonathan still has a chance to get re-elected after failing to rescue our girls."

The Nigerian government's military campaign against the Islamist militants of Boko Haram began in 2009, but it was the abduction of the schoolgirls last year that thrust Nigeria into the spotlight and alerted the world to the growing threat of a force that now controls large swaths of Africa's most populous country. As the continent's top petroleum producer and the home to rapidly growing telecommunications and entertainment industries, a secure, efficient Nigeria could be a beacon of stability in tumultuous West Africa. But should the country crumble under economic mismanagement and an insurgency that already has free rein over territory roughly the size of Costa Rica in northeastern Nigeria, it risks pulling much of the unstable region down with it.

Whoever wins this month's election won't have an easy job. The next President will be tasked with addressing the corruption, military weakness and economic inequities that have enabled Boko Haram to thrive. He will also have to cope with the plunging price of crude, which has seen the oil-dependent government's revenue tumble. Recent opinion polls conducted by research group Afrobarometer show that the election is too close to call.

Many Nigerians and outside observers fear that a long-standing rivalry between Buhari's largely Muslim base in the north and Jonathan's southern Christian supporters could erupt into bloodshed over election results that would benefit no one but Boko Haram. "You can be sure Boko Haram are watching what is happening with the elections," says Jacob Zenn, an Africa analyst for the Jamestown Founda-

tion, a Washington-based research institute. "They are likely to take advantage of any instability to carry out attacks." There is a precedent. When Jonathan beat Buhari in the 2011 elections, three days of rioting resulted in the deaths of more than 800 people. "If the election goes smoothly and there is a peaceful transfer of power, the government will be able to prioritize the fight against Boko Haram," says Zenn. "However, if there is a period of post-election tension and infighting, it could make counterinsurgency more difficult."

The latter scenario is the more likely of the two. Both Buhari and Jonathan have signed an agreement not to incite violence, but their supporters could take matters into their own hands, especially if they suspect fraud. The head of Buhari's party All Progressives Congress warned in November that if Jonathan won through vote rigging, the opposition would establish a parallel government. "The people of Nigeria, they know if elections have been free and fair," says party spokesman Lai Mohammed. Jonathan supporters in the oil-rich delta areas of southern Nigeria have threatened to respond with violence if their candidate doesn't win. Just when Nigerians need to unite against a common enemy—Boko Haram—they seem perilously divided.

Historical Divisions

BEHIND THE RIVALRY BETWEEN THE TWO candidates is Nigeria's informal tradition of alternating power between the north and the south. The two regions have competed for resources and power ever since British colonialists cobbled together a country out of separate territories in 1914. Jonathan, a southerner, was Vice President when northerner Umaru Musa Yar'Adua died in office in 2010, after serving half a term. Many northerners resent the fact that Jonathan ran again in 2011, winning another term and securing for the south the political muscle that comes with the office. "The consensus of alternating power that held the country together has fractured," says John Campbell, a former U.S. ambassador to Nigeria who is now a senior fellow for Africa policy studies at the Council on Foreign



Relations. After six years, northerners feel that it is now their right to have one of their own in Abuja's presidential villa, says Campbell.

Adding to the tensions is the fact that instability caused by Boko Haram could prevent voters in three northeastern states, where support for Buhari is strong, from going to the polls. On Feb. 3, a female suicide bomber attacked an election rally in a fourth northeastern state, underscoring the threat. Nor have provisions been made for the estimated 1.6 million Nigerians who have fled the fighting over the past five years and now live far from where they are registered to vote. Analysts consider them, as northern Muslims, to be likely Buhari voters. It's to Jonathan's short-term advantage if they can't vote, but winning an election without a clear mandate could lead to even greater instability.



Over the past few weeks, Boko Haram—which numbers about 15,000 fighters, according to Amnesty International—has begun to press its advantage while the country is caught up in electioneering. The militants have launched a series of deadly attacks in provincial capitals long thought to be beyond their reach. The group has also sent fighters into neighboring Cameroon, twice attacking military bases and abducting at least 80 people in January (24 have been freed), further destabilizing a region already on edge.

Amid the growing chaos, Buhari has made security the centerpiece of his campaign. He promises to stamp out the jihadists, something Jonathan has failed to do. For that stance, among others, his popularity has surged, according to the Afrobarometer poll. While few thought he had a chance when campaigning started

Soft target Children stand near a mobile-phone market in the town of Potiskum after a January attack by two female suicide bombers

in early January, Buhari and Jonathan are now neck and neck.

Jonathan holds that any attempt to rescue the kidnapped girls—57 of whom have now escaped—would endanger their lives, but to many Nigerians the claim rings hollow. Boko Haram's leader, Abubakar Shekau, has publicly announced that the girls would be forcibly married off or sold into slavery and that it would use women as suicide bombers. (At least 11, including one girl believed to be just 10 years old, have blown themselves up since June, though it's not clear that any are from Chibok.) "How much more danger could they be in?" asks Yesufu.

Government spokesman Mike Omeri contends that Jonathan has “deployed all our assets and capabilities” toward combatting Boko Haram and finding the girls but that “operational details cannot be given.” He adds that Jonathan has refused on moral grounds to make the insurgency and the rescue of the girls a campaign issue. “You shouldn’t play politics with the lives of your citizens,” he says.

Instead, Jonathan has campaigned on the economy, which has averaged 7% growth over the past decade, even as unemployment doubled, from 12% in 2006 to 24% in 2011. “What Nigerians care about is *eba* and soup,” says Ken Saro-Wiwa, senior special assistant to the President, referring to a common Nigerian dish. “What they want to know is how this election is going to affect their livelihoods. People in Lagos don’t care about terrorism as much as those in Abuja [which has been hit three times by terrorist attacks], and the people in the south, it doesn’t affect them.”

Neighborhood Threat

FOR MANY YEARS, WESTERN OFFICIALS largely viewed Boko Haram as a local concern. The group’s official name is Jama’atu Ahlis Sunna Lidda’Awati Wal-Jihad, or People Committed to the Prophet’s Teachings for Propagation and Jihad. It earned the nickname Boko Haram, which roughly translates as “Western Education Is Forbidden,” because of its vehement opposition to Westernization and secular education in Nigeria. In 2009, after the Nigerian military killed Boko Haram founder and locally revered spiritual leader Mohammed Yusuf, it evolved from a fringe radical group into a force to be reckoned with when it launched a revenge-based insurgency campaign that gained momentum and some local support. The military’s harsh tactics and petty corruption alienated local residents, making it easier for Boko Haram to recruit volunteers. Analysts say the group has also successfully exploited social and economic inequities endemic to the northeast. The region has some of the highest unemployment in the country, and while Nigeria averages a 57% literacy rate, less than 15% of adults in Borno state, where Boko Haram is

strongest, can read. By July of last year the group, which says it wants to see its harsh interpretation of Islamic law put in effect across Nigeria, had destroyed 900 schools and killed 176 teachers in Borno alone, according to Governor Kashim Shettima.

Boko Haram is now capable of holding territory from which it can launch attacks on the capital and into neighboring countries. It has pushed into a strategic transit corridor on the border areas between Chad, Niger and Cameroon. Niger and Chad are already under threat from militant groups like the Algeria-based al-Qaeda in the Islamic Maghreb.

According to Fatima Akilu, director of Nigeria’s Office of the National Security Adviser’s counterextremism program, Boko Haram has occasionally joined forces with other al-Qaeda-linked groups in Sudan, Mali and Somalia, either for operational assistance or training. And the group recently formed another worrying alliance. Shortly after the Islamic State of Iraq and Greater Syria (ISIS) declared its caliphate, last June, Boko Haram leader Shekau pledged his support and adopted the black banner of ISIS. In August, Shekau announced that he had established his own caliphate in areas controlled by Boko Haram and that he would eventually expand his territory to reach the historic borders of the 14th to 19th century Bornu Empire, which included parts of Chad, Niger and Cameroon.

Boko Haram’s territorial spread may ultimately be restricted to the cultural and linguistic boundaries of the Kanuri tribe, which populates the area where Nigeria, Niger, Chad and Cameroon meet and from which Boko Haram draws most of its recruits and support, says J. Peter Pham, director of the Africa Center at the Washington-based Atlantic Council. That doesn’t mean its operatives can’t travel farther afield; it has demonstrated the ability to mount sophisticated attacks on army bases and even cities. In 2011 a Boko Haram militant drove a car bomb through the reception area of the U.N.’s Abuja headquarters, and it has attacked the capital on at least two other occasions. For the moment, Pham believes that Boko Haram does not have the capabilities to



launch terrorist attacks in the West, but the group claims to have global ambitions. In December 2013, Shekau declared in a video address, “Tomorrow you will see us in America itself. Our operation is not confined to Nigeria. It is for the whole world.”

Rotten Core

THE FAILURE OF THE MILITARY IN THE fight against the insurgents has caused a crisis of confidence in a country where many once considered the army a source of pride, largely because of its participation in African peacekeeping missions. With a standing army of a relatively modest 130,000, Nigeria is nonetheless the world’s eighth largest contributor of troops to U.N. peacekeeping efforts. But the military appears to have met its match in Boko Haram—a fact that has alarmed many Nigerians. “We have the best army in Africa, and they can’t find 200 missing girls?” asks the Rev. Enoch Mark, father of one of the girls.

Western security officials say they have seen little evidence of a robust attempt to track the girls down. Many Nigerians suspect that corruption, which they believe has resulted in equipment shortages, is the primary cause of the military’s weakness. When Boko Haram fighters attacked a



military post in January, soldiers said they were forced to flee because they ran out of ammunition, and the air support they requested never came. National Security Adviser Sambo Dasuki acknowledged that there were deficits in the equipment and training of the Nigerian forces, but he also pointed out that Boko Haram claimed to have looted a substantial arsenal from the Baga garrison, and called the soldiers "cowards." Borno Governor Shettima publicly complained in February 2014 that the militants were better armed and better motivated than the Nigerian soldiers.

Corruption remains endemic in Nigeria. Out of 174 countries surveyed by Transparency International in 2014, Nigeria ranked alongside five others as the 15th most corrupt country in the world. One expatriate doing business with government representatives in Lagos makes a game of tallying the value of high-priced Rolex watches on the wrists of civil servants he meets with. "Corruption is so rife here that no one even bothers to hide it," he says. He asked not to be named for fear of backlash.

In addition to strengthening security, Buhari has made ending corruption one of his key campaign pledges, promising to establish an independent corruption watchdog and to strengthen laws protecting

Election fever *Nigerians gather at a rally in Lagos on Jan. 25 in support of presidential candidate Muhammadu Buhari*

whistle-blowers. According to Campbell of the Council on Foreign Relations, who has written a book on Nigeria's modern history, in his first stretch in office Buhari was one of the rare heads of state who was able to clamp down on corruption. "In fact, he was removed from power by the military because his anticorruption policies were pinching certain interests within the leadership too hard," Campbell says. But Buhari's firm stance on corruption was part of an authoritarian style of government that included crackdowns on journalists and has some worried about what his return might mean for civil liberties.

Lai Mohammed, spokesman for Buhari's party, says his boss has an ambitious strategy to stave off an insurgency that threatens to curb Nigeria's growth. "The key is to address the issue of empowerment and poverty in the northeast by having something akin to a Marshall Plan for the area," he says. Buhari's military past, Mohammed argues, makes him the ideal commander in chief both for the military and for economic responses to

Boko Haram. Jonathan might have been fine for Nigeria in peacetime, he adds, but now the country is at war. "Every season has its prophet. Buhari is the man Nigeria needs now."

Fragile Democracy

FRAMED BY RANKS OF CRANES, THE CITY of Abuja is still emerging from the farmland it was before the capital was moved in 1991 from coastal Lagos in the south to the country's central and regionally neutral plateau. Modern office blocks are surrounded by red dirt parking lots, and farmers till the soil between partially completed highway interchanges.

Like the capital, Nigeria's democracy is still a work in progress. With its wealth and rapidly expanding population, Nigeria will inevitably play a significant role in an economically ascendant Africa, for good or for bad. As one of the continent's most powerful leaders, the winner of this month's election will have to heal the fissures in Nigerian governance and society that have allowed Boko Haram to flourish. That is why Aisha Yesufu and the other Bring Back Our Girls activists raise their voices and unfurl their banners every day in the same Abuja park. Not because they want a change in government but because they want to change how they are governed. "No country has the right to call itself civilized if it allows 219 of its citizens to be kidnapped with no repercussions," says Yesufu, referring to the remaining missing girls, as she leads the protesters in a song borrowed from John Lennon. "All we are saying is bring back our girls," she sings.

No matter who wins on Feb. 14, Yesufu says, she won't stop protesting until the Chibok girls come home. If the new President can help make that happen, reuniting mothers, fathers and siblings with the daughters and sisters they so terribly miss, Nigeria will rejoice—and the country will likely take a significant step toward a future of unity and togetherness. If the girls stay in the hands of Boko Haram, however, their continued absence from their families will play out as a long, humiliating defeat for the new government—and a victory for the extremists who yearn for a medieval Islamic state. ■

CULTURE

THE GREY AREA



HOW THE MOVIE
FIFTY SHADES OF GREY
SET OUT TO CRAFT A
FEMINIST ROMANCE
FROM A NOVEL OF
SEX, VIOLENCE AND
DOMINATION

BY BELINDA LUSCOMBE

Aching to satisfy

Dakota Johnson
and Jamie Dornan,
photographed in
Los Angeles, play
Anastasia Steele and
Christian Grey



J

JAMIE DORNAN HAS A SIMPLE JOB. ALL HE has to do is fulfill the romantic and erotic fantasies of 100 million women around the world, of all different ages, backgrounds and tastes. He needs to satisfy each one in a little over two hours. And he has to do it while playing a guy who likes to hit women.

Dornan portrays Christian Grey in the upcoming movie version of *Fifty Shades of Grey*, the racy novel that put the words *bondage* and *suburban mom* in way too many of the same sentences. In theaters on Feb. 13, just in time for Valentine's movie dates, it is described by all who worked on it as a fairy tale, but it's not one you'd read to your kids. A young woman, Anastasia Steele (Dakota Johnson), falls in love with a handsome millionaire who comes with a small catch: he wants her to sign a contract saying she will do everything he says

or he will punish her. The novel describes many, many acts of congress (but not the ones TIME usually writes about).

In the early 21st century, ardor is a rare commodity; the stimulation buffet is too abundant for people to develop an appetite for any one dish. To stoke the fires, *Fifty Shades* ventured deep into the sexual hinterlands of bondage, sadomasochism and female degradation. In an age in which *caution* is the watchword—partly because you never know who is watching or recording—the book championed passion and recklessness.

And millions of women from a range of countries and cultures responded, whispering to friends about the fantasies Grey inspired and making the book and its two sequels one of the fastest-selling paperback series in history, besting even *Harry Potter*. "You need to read it. You need to do it now. And you need to wear a panty liner," one early fan, Jen Boudin of Melville, N.Y., was told by a friend. Vintage, which didn't publish the books until months after they had been made available for download, went on to sell 100 million copies.

It's not surprising then that the movie is one of the most anticipated of the year. Preordered-ticket sales have been sharp, faster than for any R-rated movie in the history of the site Fandango. Opening-weekend revenue is expected to be at least \$45 million, which is about what the movie is reported to have cost. Every scrap of

information that has leaked out about the project has sent shudders through the Internet. Clearly, the book's fans feel they have delayed gratification long enough. Or as the book might put it: They. Want. It. Now.

But the film is being released just as a legion of stories have made headlines about the sexual violence young women are prey to. On Jan. 27, two former Vanderbilt University football players were convicted of raping a fellow student, the latest in a string of troubling incidents at colleges. *The Hunting Ground*, a documentary about campus rape culture, will arrive in theaters a month after *Fifty Shades* opens. Statistics on sexual assault in the military are raising alarms. And an ever growing list of rich older men are being accused of sexual impropriety with women who were clearly their underlings.

The book amassed an impressively catholic group of critics: committed feminists, committed Christians, committed users of grammatical English and even committed practitioners of BDSM. Similarly, the movie's R rating has been denounced as too loose by antipornography groups in the U.S. In the U.K., no one under 18 will be able to see it.

Nobody gets raped in *Fifty Shades*, and all the physical acts are consensual, but a romance about the possession of a virgin college student by a more powerful, older guy that involves her having to bend to his every whim, call him "sir" and get beaten in the process could be accused of

SEX AND THE MOVIES

When kinky films go mainstream, Oscars, X's and NC-17s follow



1967 VALLEY OF THE DOLLS A steamy mix of sex and drugs touted as "instant love, instant excitement, ultimate hell"

1972 LAST TANGO IN PARIS
Its frank scenes of anonymous sex earned the film an X rating in the U.S.



1986 9 1/2 WEEKS
Mickey Rourke's controlling lover made strawberries and blindfolds common bedroom props



1989 SEX, LIES, AND VIDEOTAPE
The indie meditation on the nature of truth and sexual hangups was Steven Soderbergh's first acclaimed film



1986 BLUE VELVET
Bizarre sex rituals and a murder mystery turned it into a cult favorite

glamorizing a deeply unhealthy relationship. "I don't want [my daughter] to see the movie," says Dornan, whose kid was born during filming. "But I can't stop her seeing it one day. I'd do everything in my power that she doesn't, but what can I do?" Cinematographer Seamus McGarvey was initially reluctant to take on the story. "I have a 14-year-old daughter, and I wonder about the images and the stories that we send out," he says. "It wasn't a film that I wanted to do particularly."

Hollywood's Finest

YET MCGARVEY, WHOSE FILM CREDITS INCLUDE *Anna Karenina* and *Atonement*, signed on. As did producers Mike De Luca and Dana Brunetti, who made *The Social Network* and *Captain Phillips*; Mark Bridges, the costume designer who won an Oscar for *The Artist*; and revered composer Danny Elfman. Even Beyoncé contributed a song. What drew the cream of Hollywood to a soft-core porn story that began life as *Twilight* fan fiction? It wasn't (just) the money, because these people can always get work. It wasn't the script. It was the director: Sam Taylor-Johnson, whose artistic and feminist credentials are unimpeachable. "Without Sam, I hate to say it, but we wouldn't have done the movie," says production designer David Wasco of himself and his set-decorator wife Sandy Reynolds-Wasco. "Her involvement was key for us."

The movie they made together will almost certainly be a box-office success. It remains to be seen whether its more artistic ambitions—to create a romantic epic that makes a significant statement about the power and nature of female carnality—will be fulfilled.

A date movie in the Tinder era, when people don't really go on dates, is something of a contortionist act. To woo the young, the film has to tantalize people for whom pornography is so readily available that avoiding it requires more of an effort than seeking it out. The film also needs to connect with women who are more likely to see it with a bunch of girlfriends than with their significant other. And viewers of all ages are probably more sexually experienced than the women who were charmed by previous millionaire fantasies like *Pretty Woman*.

So the folks at Universal and Focus Features must have been giddy when Taylor-Johnson walked through their doors. They couldn't have asked for a better candidate to elevate a porny, corny book to a relevant cultural narrative. She held her own with the loutish lads of the Young British Artists group in the '80s and '90s, has been exhibited at the National Portrait and Tate galleries and was nominated for the Turner Prize, all with work that was unapologetically female. One of her best-known series of

photographs is of famous actors weeping.

Her first commercial film, *Nowhere Boy*, was the story of John Lennon—one of the few men about whom people feel more strongly than Christian Grey—and his relationship with the women who bore him and raised him. But she also has plenty of flesh on her résumé. After her second bout of cancer, Taylor-Johnson did a series of self-portraits in her undergarments that showed her all trussed up but apparently floating effortlessly. Her *Passion Cycle* series depicts a real couple having real sex in an ornate bedroom. And one of her earlier films, *Death Valley*, was a short depicting a guy pleasuring himself in the desert. (She and her crew nicknamed it *Onan the Barbarian*.)

It's not surprising that the producers proposed to her after just a few dates. "It was so fast," says Taylor-Johnson of the hiring process. "I'd put together a whole load of ideas, flew down from Vancouver, where [my husband] Aaron was shooting *Godzilla*. Eight o'clock the next morning, my phone was ringing off the hook—'You've got the job. We're announcing it today.' Suddenly I was on a bullet train, doors were shut, and off I was going."

Not incidentally, Taylor-Johnson is also a 47-year-old mother of four. It could not have been lost on producers and the studio that a large portion of the book's fan base has been mothers. One theory behind its popularity is that it hit a nerve among mature women

1990 HENRY AND JUNE

The tale of Anais Nin and Henry Miller's bisexual love triangle earned the first-ever NC-17 rating



1997 BOOGIE NIGHTS

Set in the L.A. porn industry, Paul Thomas Anderson's film is legendary for its final shot of Mark Wahlberg



2002 SECRETARY

Maggie Gyllenhaal and James Spader redefined naughty office behavior in a film full of BDSM kinkiness



2005 BROKEBACK MOUNTAIN

Ang Lee won an Oscar for his portrayal of two cowboys in love, bracing for its rough sex scenes and unabashed heart



1999 EYES WIDE SHUT

Stanley Kubrick sent Tom Cruise to an eerie masked sex party



trying to find a way to be both nurturing and carnal, mothering and desirable. In Taylor-Johnson, perhaps, the studio found the ideal mother for the film—one whose husband, and the father of two of her kids, is Aaron Taylor-Johnson, the 24-year-old star of the next *Avengers* movie.

Why would a woman this interesting be drawn to a story about someone as pliant as Anastasia Steele? First, self-deprecatingly, Taylor-Johnson notes that as a mom returning to the workforce, she needed a job. But she also thought she saw how to address the troubling power dynamic in the book: give the control to Anastasia. Put her in charge of her own odyssey. "This is the emotional journey of somebody who doesn't seem as strong as she becomes," she says. "And by the end of the story, she holds all the power." Taylor-Johnson wants to reclaim the sexual-submission fantasy for empowered women. "To be a feminist," she asks, "do you always have to be on top?"

While many compare *Fifty Shades* to *Cinderella* or *Beauty and the Beast*, the director says it reminds her of that more recent you-go-girl epic *Frozen*: "All the beats are there—a young girl looking for love, finding the prince but discovering he is not the right prince. She is desperately in love, they go on a journey, but only to a point."

Taylor-Johnson's take obviously required some adjustments to the script, written by Kelly Marcel and the book's original author, Erika Leonard—who wrote under the pen name E.L. James—but given a polish by Patrick Marber, who wrote one of Taylor-Johnson's earlier films, *Love You More*. Some of them were obvious: the book's Anastasia often wears girly pigtails, talks like a 14-year-old ("Holy cow!") and blushes, someone counted, five times a day. The movie's Anastasia is played by the soigné Dakota Johnson, daughter of Melanie Griffith and Don Johnson. A bunch of the book's more graphic sex acts had to be cut, there is no "inner goddess" to talk to, and—spoiler alert—the movie doesn't end where the book does.

But perhaps the most substantial change is the scene in which Anastasia and Christian negotiate the contract under which she will become his partner in a submissive-dominant relationship. The novel's Anastasia wangles a few minor compromises in a restaurant. The movie's Anastasia is much more assertive,

proposing that they meet at his office and wittily insisting on edits.

"For Sam and I, it was always really important to maintain the integrity of Anastasia throughout her sexual exploration," says Johnson. "She's not a naive young woman. She's not passive. She has self-respect." The negotiation scene was Johnson's favorite, she says, "because Ana's becoming Christian for a second."

While these sound like minor changes, they drew the ire of Leonard, who was also a producer on the movie and so had

was like, 'Well, Christian would really not have mirrors. Christian does not like to look at himself,'" says Wasco, the production designer. Leonard also drew up the layout of the notorious Red Room, the lair where Grey engages in bondage. "She said, 'This would be where the spanking bench would be, this would be where the sofa would be,'" says Wasco.

"It was so bizarre," says McGarvey. "Like what do you mean, Christian wouldn't do that? He's not real. But she's so protective of what's in her imagination and what is in the fans' imagination. She knows those characters really well." Leonard saw her role as her readers' champion. "I didn't want to take the money and run," she says via email of her involvement. "I wanted the movie to be one the readership would love."

So the showbiz novice took it upon herself to advise some of most experienced and highly lauded creative artisans in Hollywood: Bridges; McGarvey, who's an Oscar-nominated cinematographer; and the Wascos, designers so dedicated, they stocked closets that would never be opened and met with folks in the BDSM community to figure out what floor coverings are standard. It's leather, as it turns out, because there's a lot of kneeling. "And no sheets on the bed," says Wasco—just a leather cover. "The bed isn't for sleeping."

Inducing a Fever

FEMALE SEXUAL DESIRE IS NOT, IN TERMS of chemistry, a stable element. There is no foolproof way to make the mercury rise. It took many women by surprise that they were fired up by the activities described as happening to Ana in the Red Room—having her movements restricted, being deprived of sight, becoming completely vulnerable to her partner. "Women are titillated by the depiction of a woman who is extremely carnal and exploring her own carnality," says David Schnarch, a psychologist and sex therapist and the author of *Passionate Marriage*, who says he read *Fifty Shades* because it came up in his practice. "But they don't know what to make of being titillated."

Perhaps even more subversive is the book's endorsement of the appeal of radical obedience. *Fifty Shades* extols the thrill of leaning out and letting go, of being completely taken care of in the bank account

THIS IS THE EMOTIONAL JOURNEY OF SOMEONE WHO DOESN'T SEEM AS STRONG AS SHE BECOMES.

—DIRECTOR SAM TAYLOR-JOHNSON

unrestricted access to the set. "She was there every single day," says Brunetti. "She was there more than Mike and I were."

The Anastasia that Leonard created is not so sure of herself and a little more submissive. "Oh, how demeaning is this?" she asks just before getting spanked. "De-meaning and scary and hot."

Taylor-Johnson and Leonard often tussled for control. The director wanted to hang art pieces (done by noted friends like Harland Miller) in Grey's apartment; Leonard nixed them. The set designers put mirrors in Grey's bathroom. "And Erika



On top

"I definitely am not one to jump into the things that are necessarily conventional," says director Sam Taylor-Johnson



and the bedroom. The movie constructs a different dream, perhaps not quite as fantastical, that a woman can be fully in charge of her own destiny and choices and still go on a thrill ride.

So many of our romantic fantasies, from *Twilight* to *Cinderella*, tell the same story: an extraordinary man finds an ordinary woman so irresistible that he overcomes all obstacles—thirst, class divisions or knowing nothing about her identity except her shoe size—to win her. *Fifty Shades* is no different. It speaks to our yearning to be seen as somebody worthy of love, somebody who is chosen by someone impressive and who therefore must be special.

Another prevalent myth intersects with that one—that unremarkable people can suddenly discover they are exceptional. Harry Potter is a wizard, Tris Prior is divergent, Susan Boyle can sing like a freaking canary. In *Fifty Shades*, the virginal Ana discovers she has a talent for getting aroused. She “shatters” around Grey 37 times in 25 days. Apparently this is a talent many women would like to know more about.

“The book is an unfortunate form of sex education for many people,” says Schnarch. “I don’t think it’s a good model of female sexuality, because the woman has to choose between her eroticism and her integrity.” The movie tries to fix that problem by letting Anastasia have it both ways. Desire strikes every woman differently,

Rehearsal for a “shattering”

Johnson, Dornan and Taylor-Johnson on the set

X

THE BOOK
IS AN
UNFORTUNATE
FORM OF SEX
EDUCATION
FOR MANY
PEOPLE.’

—PSYCHOLOGIST DAVID
SCHNARCH

however, and since sex, like reading, is mostly about the theater of the mind, finding a universally arousing depiction of intimacy is damably difficult. The movie-makers engaged in a robust discussion over whether theirs was arousing enough. The editing stretched on for months. One of the early editors, the venerable Anne V. Coates, 89 (who edited *Lawrence of Arabia*), felt strongly that it needed to be steamier. Others felt that more graphic sex would ruin the sensuality. The cast went back to Vancouver for reshoots, reportedly to show a little more of Dornan.

“The idea that I’m the guy that’s meant to embody [these women’s] highest fantasy, that’s hard not to think about,” says Dornan, who watched *American Psycho*, *The Thomas Crown Affair* and, less predictably, *Iron Man* to prepare for his role. “It’s hard not to feel that you’re not that guy. Quite early on, I sort of accepted that I’m not going to make 100 million people happy. Because the embodiment of male beauty doesn’t exist. It’s not a real thing.”

Fans have already been voluble about their dissatisfaction with the casting choices: Dornan is too boyish-looking, too connected with the dark serial killer he played in the British TV series *The Fall*, not dark enough. Johnson, who spends a good deal of the movie naked, has been criticized for having the wrong sort of hair, being too pretty, being not pretty enough, being not innocent enough. (In two of her previous films, *The Social Network* and *The Five-Year Engagement*, she more or less plays the girl who’s having sex with someone.)

Those criticisms will melt away if the movie lands, if it can convince audiences that apparently contradictory desires can be satisfied at the same time: for submission and control, for carnality and integrity, for trust and novelty, for a populist tale re-enacted by the elite.

Trying to get that recipe just right has been a long process—the filming took place a year ago—and it’s safe to say that Taylor-Johnson is pretty weary of any shade of grey. And, possibly identifying more than she ever expected with Anastasia, she recently dyed her hair pink. “It was just that thing of, everything else is all over the place,” she says in her unfailingly chipper British accent, “but I can dye my hair and still have some sort of sense of control.” ■

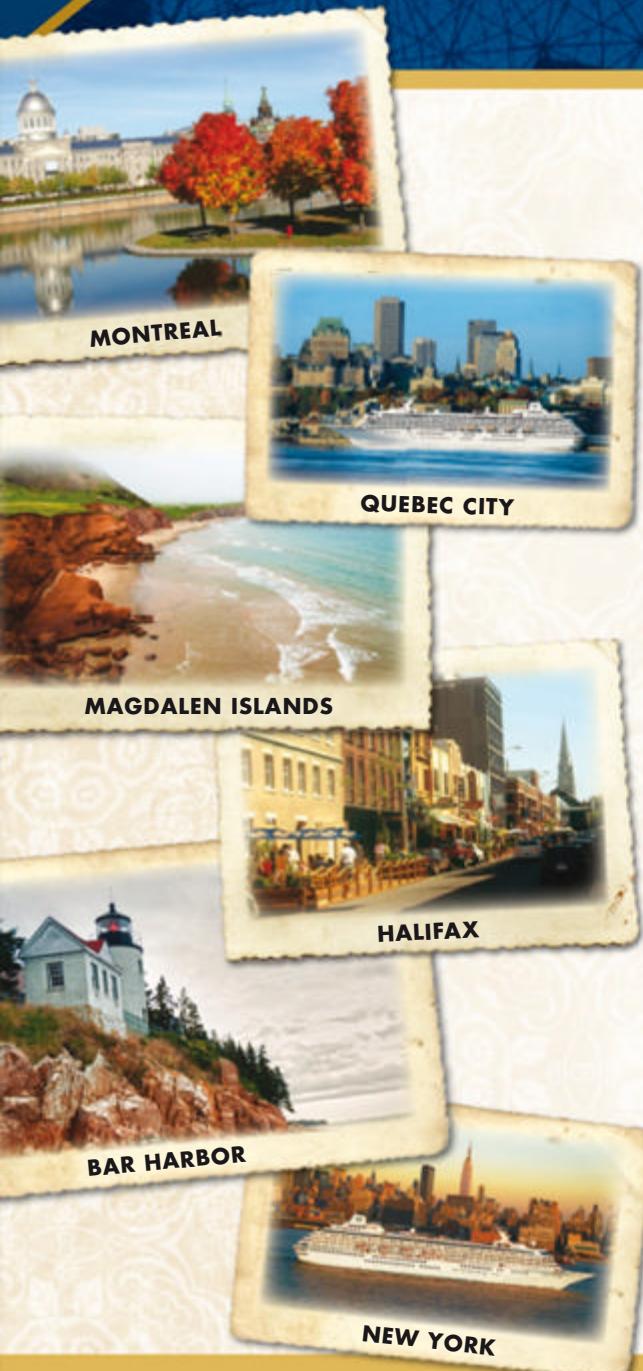
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Indie-rock maverick **St. Vincent** is digitally re-releasing her 2014 self-titled album—one of TIME's top 10 albums of the year—with five new songs on Feb. 10.

MOVIES

License to Thrill

A veteran spy (Colin Firth, below) mentors a troubled young recruit in **Kingsman: The Secret Service**, a loose adaptation of a comic-book series, in theaters Feb. 13.



BOOKS

Worth the Trouble

A nudist colony, a spaceship and a *Wizard of Oz* theme park are some of the colorful locations featured in Kelly Link's acclaimed new story collection, **Get in Trouble**, out now.



St. Vincent master-mind Annie Clark released an album with Talking Heads' David Byrne in 2012



TELEVISION

In Hot Water

A once wealthy family moves to a rural town in **Schitt's Creek**, a new sitcom starring Catherine O'Hara and Chris Elliott (below). It debuts Feb. 11 on Pop.



By Nolan Feeney

Shape Shifter

Nicki Minaj auditions a surprising new character: herself

By Sam Lansky

NICKI MINAJ HAS WORN A LOT OF HATS—OR, in her case, candy-colored wigs—in the half-decade that she's been in the public eye: rapper, pop star, actress, fashion icon, mogul. Listen to her hits on the radio and she sounds ferocious and irrepressible, like someone who could do, or be, anything.

But curled up in an armchair in a New York City hotel room on a frosty winter day, she is weary and uncertain. She's trying to talk about her new album, *The Pinkprint*, which is all about stripping away the distractions to reveal the human being underneath.

The problem? It's still up for debate who, exactly, that human being is. Minaj, 32, is the first to admit it. "I'm searching to find out who I am in a lot of ways," she says. "What I really want out of life—" She hesitates. "I still feel like I'm searching for something."

That makes two of us, since I've also been searching for the real Nicki Minaj. Over the past four months, our plans to meet have been proposed, then scrapped, in three different cities. I look for clues to her whereabouts, but she hasn't been photographed by paparazzi in months. Her Instagram feed reveals nothing; instead she posts ads for Myx Fusions, the fruit-infused moscato beverage produced by a company of which she is a co-owner, in between outtakes from fashion photo shoots and the occasional selfie, often taken in an unremarkable bathroom. On Twitter, she is equally opaque. One night she writes, "Let me be happy now. God." At the risk of reading too much into a punctuation mark, that period after *now* haunts me for days. Even in person she's hard to pin down: mostly soft-spoken

and thoughtful, withdrawn and terse when pushed, then impassioned and eloquent when she feels strongly about something.

To a casual listener, Minaj may not seem deserving of such close study. But in the music industry, her name carries weight. "She's the best female rapper out there—there's nobody as good as her," says Madonna, who featured Minaj on her past two albums and invited her to perform at the 2012 Super Bowl halftime show. Ernest "Tuo" Clark, the hitmaker who co-produced Minaj's recent single "Anaconda," sounds awestruck when describing her. "People in the studio call her the snow-white leopard," he says. A sighting of her is that rare.

It would be easy to write Minaj off solely on the basis of "Anaconda," a raunchy ode to big butts. On the single's artwork, she's squatting in a pink G-string, throwing a provocative glance over her shoulder. The music video features a parade of women with extraordinarily robust derrieres jiggling their assets in various stages of undress. It doesn't just test the boundaries of good taste—it twerks all over them.

But in September, "Anaconda" hit the No. 2 spot on *Billboard*'s Hot 100 chart, becoming Minaj's best-performing single to date in the U.S. The clip broke the record for the most views in 24 hours on the music-video service Vevo, with 19.6 million hits. It's since been seen almost 400 million times.

Yet on *The Pinkprint*, "Anaconda" turned out to be something of an outlier—a frothy party banger amid songs that are often about the pangs of the morning after or the trials of being a singular woman in a realm dominated by men. There's still braggadocio and swagger, but

Minaj has ditched wild outfits for a simpler aesthetic. "The stripped-down look does match the stripped-down music," she says of her new album, *The Pinkprint*



it's shot through with melancholy and frustration—she boasts and yearns in the same breath. "All I want is to love and be loved," she raps on "The Crying Game," a collaboration with singer Jessie Ware. It's a startlingly plangent lyric, and one that's hard to imagine a man delivering sincerely.

For Minaj, being able to set these complexities to music is a feminist issue. "You never know how much is too much—too much emotion, too much vulnerability, too much power," she says. "Everyone wants me to be something different. Women in the industry are judged more. If you speak up for yourself, you're a bitch. If you party too much, you're a whore. Men don't get called these things."

Now, she says, she's lifting the veil: "I promised myself that with my third album, I would let my fans feel more connected to me. I felt like I owed it to them." *The Pinkprint* is more intimate, yet its creator remains elusive—just a confessional lyric here or an inflection there allude to some deeper pain. Even at her most honest, she leaves only clues.

Business, Woman

BORN ONIKA MARAJ, MINAJ SPENT HER early life in Trinidad and Tobago, where she was raised by her grandmother. As a child, she moved to a rough corner of Queens, N.Y., to live with her mother Carol. Her father Robert had a violent temper and struggled with addiction. At one point, Minaj has said, he burned down their house; Carol escaped just in time. The teenage Onika showed an aptitude for performing arts and attended the famous LaGuardia High School. "A lot of kids that grew up where I grew up don't get accepted to schools like that," Minaj says. "That's one of the only things I can remember from my teenage years where I felt like my mother was really proud. She made sure I went to the auditions."

After graduation, Minaj worked odd jobs while trying to launch a career as an actress. Eventually she started rapping, recording a string of fiery, sexually provocative mixtapes that won the attention of Lil Wayne, already a successful rapper. In 2009, after a reportedly fierce bidding war, he signed her to his Young Money Entertainment imprint with an unusually desirable 360-degree deal that

allowed Minaj to retain all of her rights to "merchandising, sponsorships, endorsements, touring and publishing," per a press release. This was crucial for her.

"When I first came out, I was branding without even realizing it," she says. "People were dressing up as me for Halloween. Companies came to me and asked whether I'd do lipstick or headphones or liquor. People felt like I could sell something."

From the beginning, she was strategic about the business end of her empire. "We think about what could generate the most long-term wealth, and we look at what people have done in the past—what worked and what didn't," she says. "I always wanted to know the ins and outs of the business. I hate when artists don't know what the hell is going on in their career. What is wrong with you? Why would you let someone else control your life—without you being a part of it?"

She applied that eye for detail to her debut album, 2010's *Pink Friday*, featuring collaborations with Kanye West, Eminem and Rihanna. Her look was high-concept, with heavy makeup, bizarre outfits and a pink wig; the imagery was heavily stylized. On that album and its follow-up, 2012's *Pink Friday: Roman Reloaded*, she shuttled between aggressive rap—with lurching, guttural beats and profane lyrics—and featherweight radio candy, dance-pop songs like "Super Bass" and "Starships." She rapped in the style of an evil alter ego she named Roman Zolanski, adopting strange accents. Drawing from a litany of musical genres, she seemed zany, bewildering. Soon she was sitting front row at fashion shows with *Vogue* editor Anna Wintour and judging on *American Idol*, where she sniped with Mariah Carey.

The world of pop music has been increasingly open to women at the helm of their own empires, exercising both creative control and keen business acumen—Madonna, Beyoncé and Taylor Swift testify to that—but rap remains a boy's game. Minaj's success has a lot to do with crossing over to the mainstream in strategic ways—making pop smashes without

abandoning her rap roots—but it's also about her laserlike focus.

"When you're able to make money in rap these days, it's a blessing because—let's face it—everybody steals your sh-t," she says. "They can see you on Twitter all day. They don't have to come to your concerts. So I was always adamant about becoming a brand first, and I sacrificed a lot to do that. I sacrificed going out. I sacrificed making friends in the industry."

She erected a strong shield. "I isolated myself a lot because I didn't want anyone to play"—mess around—"with me," she says. "I didn't want men to feel too comfortable with me. I knew they would think that I would be the type of girl they could play with." She pauses. "I wasn't."

Private Parts

MINAJ REPORTEDLY ENDED A DECADE-long romance while recording *The Pinkprint*; though she has never acknowledged it publicly, her ex-boyfriend, Safaree

In Good Company. Minaj straddles pop and rap with A-list collaborators

ARIANA GRANDE

The pop siren lent her vocals to Minaj's innuendo-heavy new track "Get on Your Knees"

DRAKE

He and Minaj frequently perform on each other's songs, and they played up their flirtatious relationship in her "Anaconda" video



Samuels, has been on a press tour of his own, describing his relationship with Minaj in a radio interview and airing his grievances on Twitter. ("I don't want to discuss that," she says brusquely when asked about her relationship status.) But *The Pinkprint* is unmistakably a breakup album. Heartache ripples through her songs, as on the stark ballad "Grand Piano," which features Minaj using pipes most listeners probably didn't know she had.

"At times it felt scary," Minaj says of making herself so vulnerable in her music. "And at times it felt exhilarating and therapeutic. Every day I feel differently about sharing things." On the opening song, "All Things Go," she raps about an abortion she had as a teenager.

"Every woman goes through different emotions after that," she says. "With me, there was a lot of guilt. I was trying to block it out of my head for as long as I possibly could. I don't know if I'll ever know if that was the right decision."

Discussing it publicly is a calculated move that Minaj says she deliberated about for weeks. Meanwhile, a lyric video for her single "Only" was less carefully considered. It contained imagery reminiscent of Nazi propaganda and ignited a maelstrom of controversy. Minaj says she didn't sign off on it—if anything, she says, it's an example of why it's so necessary for her to approve every decision made as part of her enterprise, no matter how minute. "I was very sick," she says. "I was in bed for a week, and I put that in the hands of someone else."

The video for "Anaconda" is scandalous for different reasons, but it smacks of Minaj's distinct personal vision. "I handpicked the girls in that video," she says. "I wanted them to have big booties. I watched videos and didn't see any girls that looked like that. That's scary! Even rappers don't have those girls in their videos." For all the discussion "Anaconda" generated, Minaj says she wasn't trying

to provoke. "I just wanted to make girls feel proud of who they were," she says. "There's a lot of only making some women feel good in this industry. Everyone is on a diet or trying to look perfect. I wondered if anyone was embracing curves anymore."

Sexual provocation is a political act to Minaj. "People view sexy as weak," she says. "If you're overtly sexy, people don't expect you to be smart. Sometimes women are dressing sexy for themselves—not necessarily because they want to have sex with some man. Sometimes that's what makes them feel good and empowered." Sex has also served as a way to distract the public from her private life and the events she hasn't been comfortable sharing. It's a clever sleight of hand. When you're baring that much flesh, nobody bothers asking you to bare your soul.

Explaining why *The Pinkprint* is so important to her, she says, "It's about feeling confident enough to share who you are with the world. You know?" She pauses for a long time. "And even though sometimes love hurts, I still wouldn't trade it for the world. Being hurt or having lost love is better than being bitter. I never want to be bitter. No matter what you go through in love, there's always something good to take from it."

Suddenly she looks unsure, as if perhaps she's said too much. It must be hard to be Nicki Minaj—to build an empire in rap, a frequently misogynistic corner of the music industry, by harnessing her sex appeal while simultaneously vying to not be defined by it. To command the respect of the hip-hop kingpins who might otherwise objectify her and then to make herself so vulnerable. Perhaps her identity isn't some big mystery. She's just whoever she has to be to get through the day.

Minaj is backpedaling. "It's not all love songs," she says. "I pushed myself harder than I've ever pushed myself for anything. This album does such a great job of being hard. That's what I want people to remember from this album—that I didn't rest on my laurels. I never want to be called 'good for a girl.' I want to push myself to be the best rapper."

She sets her jaw. "Period."

MADONNA

The queen of pop has teamed up with Minaj twice. "I like her badass-ness," she says of Minaj

LIL WAYNE

The rapper discovered and signed Minaj; he remains a close friend and mentor

BEYONCÉ

After Beyoncé enlisted Minaj for her "Flawless" remix, she returned the favor by guesting on Minaj's fiery "Feelin' Myself"

KANYE WEST

Critics hailed Minaj's verse on West's track "Monster" as more electrifying than those from West himself



Television

Acquired Taste. Eddie Huang readies viewers, and himself, for the sitcom version of his life

By Nolan Feeney

EDDIE HUANG USED TO HATE BEING Chinese. Growing up in Orlando, he once begged his Taiwan-born mother for “white-people food” after classmates pinched their noses and mocked his lunches. When he arrived with Kid Cuisine, a student in the microwave line threw him to the ground and called him a racial slur. After that, Huang gave up on fitting in. He vowed to always fight back.

Huang, 32, has since spent much of his zigzag career trying to do two things: subvert stereotypes about Chinese-American men and examine the alienation of his youth. As a producer of *Fresh Off the Boat*, ABC’s new adaptation of his best-selling memoir of the same name, Huang has his biggest platform yet. The journey there hasn’t been without a few more fights, but *Fresh Off the Boat* is still groundbreaking. It not only gives Chinese Americans historic visibility on TV as the first Asian-American family sitcom in 20 years, but it also tackles race head-on.

Huang’s path to television was unconventional. While working as a corporate lawyer, the devoted hip-hop fan ran a streetwear business and sold weed on the side. When he was laid off from his legal job, he pursued stand-up comedy, auditioning for the Food Network’s *Ultimate Recipe Showdown* to boost his profile. Chefs praised his cooking on the show, and Huang came to see food as a “petri dish” for a larger conversation. “History, politics, economics—anytime things shift, you can see it in a plate,” he says. “I saw an opportunity to create a platform [where] people listen to the things I had to say about race.”

In 2009 he launched two ventures that would bring him fame—Baohaus, a Manhattan pork-bun eatery that drew rave reviews; and the blog *Fresh Off the Boat*, where he mused about racial identity and pop culture. Making buns at night and blog posts by day, he set out to become a voice for Asian Americans. He became a food personality along the way: Baohaus’

success led to hosting gigs for Vice, MTV and the Cooking Channel. In 2010, Huang opened a second restaurant, Xiao Ye, but it closed after poor reviews and liquor-license troubles. He published his memoir in 2013, and producers quickly came calling—not for his kitchen skills but for his life story.

When they began to adapt his book into a sitcom, there was little to model it on. Margaret Cho’s *All-American Girl* had been canceled in 1995 amid great turmoil over its portrayal of Korean Americans. At different times, Cho says, she was told she was too Asian, not Asian enough and too fat to play a character based on herself. (Pressured to lose weight, she began an extreme diet that caused kidney failure.) The network wanted an “authentic” Korean-American family, even when that notion contradicted her experience. Huang similarly couldn’t identify with his 11-year-old TV self, played by Hudson Yang, because the show ignored crucial moments from his memoir in favor of what he calls “reverse yellowface”—the telling of white-culture stories with Asian-American actors. “I encouraged Eddie to stand by his guns,” Cho says. “He is far more prepared to take all that on than I was. He has a very strong sense of self, identity and brand.”



Bao down Yang, center, plays young Eddie, with Randall Park (The Interview) and Wu as his parents, in Fresh Off the Boat (Tuesdays on ABC)

Standing up for himself has taken a personal toll on Huang. “You’re catching me on a day when it’s *really* hard to be Captain Asian America,” he says. Yet it resulted in some victories. He led a successful Twitter campaign to change the show’s previous name, *Far East Orlando*, even though *fresh off the boat* is often used as a derogatory term for recent immigrants. The lunchroom confrontation—which makes a jarring appearance, slur and all, in the series’ otherwise lighthearted pilot—was also included from the get-go. “You get hit with this thing people of color live with every day, whether it’s verbalized or not,” executive producer Nahnatchka Khan says. “To not include that would not have done justice to these characters.”

Huang was less successful on other fronts. He thinks the father and mother characters are emasculated and exoticized, respectively, and he objects to the show’s hiring dialect coaches to refine accents he feels do not resemble those of his parents. Constance Wu, who plays his mother Jessica and studied video footage of her real-life counterpart, says the show’s writers—half of whom are minorities, a rarity in sitcoms—are going for cheap laughs. “To anybody who accuses us of utilizing stereotypes, I would challenge them to point out when they’re used as humor tools, because they’re not,” Wu says. In one episode, Jessica’s neighbors explain the Daytona 500 to her bewilderment—what fun is watching cars drive around in circles?—but the punch line isn’t her confusion. Instead, the joke suggests to viewers that what seems foreign might not be any stranger than the familiar, if they’re willing to look closely.

Huang hopes viewers will take the show up on that offer. “Do you know how many people come to Baohaus [asking], ‘What is authentic Chinese food?’” he says. “I’m more than happy to help. That’s the thing that’s beautiful about America—for the most part, people are curious.”



Wellness

HERE'S WHAT THE SCIENCE SAYS:



MORE KINDNESS

Fourth- and fifth-graders who participated in a mindfulness and kindness program showed better social behavior than their peers and were less aggressive and better liked.



BETTER MATH SCORES

The mindful group had math scores 15% higher than their peers'. In a separate study, 41% of meditating middle schoolers gained at least one level in math on a state standardized test.



FEWER ADHD SYMPTOMS

Even third-graders can get Zen. Eight weeks of mindfulness and yoga resulted in fewer ADHD symptoms and less hyperactivity—and the effects lasted for months after the program ended.

Mini Meditators. Mindfulness and meditation exercises are helping kids get an edge in the classroom

By Mandy Oaklander



ANY TEACHER WHO'S EVER PRODDED, begged or bribed a child to sit still and listen knows there aren't a ton of proven ways to get a kid to tune in. But a slew of new research offers a different suggestion: Breathe. Not you—them.

Mindfulness and meditation programs are emerging as powerful ways to calm kids down, sharpen their brains and make them kinder to their classmates. Though

the research looks at many different techniques, the outcomes seem consistently positive—and they appear to work in kids so young, they've yet to meet their first fraction all the way up to high school seniors. Some research even hints that Transcendental Meditation leads to higher graduation rates: 15% higher, one 2013 study found. Seemingly idle time may have a place at school after all.



MORE SELF-CONTROL

Three years after a Transcendental Meditation program was implemented at a troubled middle school, suspension rates dropped from 28% to 4% and teacher turnover plummeted.



LESS DEPRESSION

Just nine lessons of a mindfulness program led to lower depression scores, less stress and better well-being in British kids ages 12 to 16, compared with students who didn't participate in the program.



IMPROVED FOCUS

At an elementary school in Richmond, Calif., teachers reported better focus, self-control, class participation and peer respect in kids who followed a mindfulness program, compared with their levels before.

Sources: *Developmental Psychology; Education; Journal of Positive Psychology; David Lynch Foundation; British Journal of Psychiatry; Journal of Child and Family Studies*

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- It is not known whether JUBLIA is effective in children.
- Before you use JUBLIA, tell your doctor about all your medical conditions, including if you are or plan to become pregnant, are breastfeeding, or plan to breastfeed, because it is not known whether JUBLIA can harm an unborn fetus or nursing infant. Tell your doctor about all medications you are taking, and whether you have any other nail infections.

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- Avoid pedicures, use of nail polish, or cosmetic nail products while using JUBLIA.
- JUBLIA may cause irritation at the treated site. The most common side effects include: ingrown toenail, redness, itching, swelling, burning or stinging, blisters, and pain. Tell your doctor about any side effects that bother you or do not go away.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

Please see Patient Information for JUBLIA on next page.

PATIENT INFORMATION

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This Patient Information does not include all the information needed to use JUBLIA safely and effectively. Please see full Prescribing Information.

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What should I tell my healthcare provider before using JUBLIA?

Before you use JUBLIA, tell your healthcare provider about all your medical conditions, including if you:

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- are breastfeeding or plan to breastfeed. It is not known if JUBLIA passes into your breast milk.

Tell your healthcare provider about all the medicines you take, including prescription and over-the-counter medicines, vitamins, and herbal supplements.

How should I use JUBLIA?

See the "Instructions for Use" at the end of this Patient Information leaflet for detailed information about the right way to use JUBLIA.

- Use JUBLIA exactly as your healthcare provider tells you to use it. Apply JUBLIA to your affected toenails 1 time each day. Wait for at least 10 minutes after showering, bathing or washing before applying JUBLIA. JUBLIA is used for 48 weeks.

What should I avoid while using JUBLIA?

- JUBLIA is flammable. Avoid heat and flame while applying JUBLIA to your toenail.
- Avoid pedicures, use of nail polish, or cosmetic nail products, while using JUBLIA.

What are the possible side effects of JUBLIA?

JUBLIA may cause irritation at the treated site. The most common side effects include: ingrown toenail, redness, itching, swelling, burning or stinging, blisters, and pain. Tell your healthcare provider if you have any side effects that bother you or that does not go away.

These are not all the possible side effects of JUBLIA.

Call your doctor for medical advice about side effects. You may report side effects to the FDA at 1-800-FDA-1088.

How should I store JUBLIA?

- Store JUBLIA at room temperature, between 68°F to 77°F (20°C to 25°C). Do not freeze JUBLIA.
- Keep the bottle tightly closed and store in an upright position.
- JUBLIA is flammable. Keep away from heat and flame.

Keep JUBLIA and all medicines out of the reach of children.

General information about the safe and effective use of JUBLIA

Medicines are sometimes prescribed for purposes other than those listed in a Patient Information leaflet. You can ask your pharmacist or healthcare provider for information about JUBLIA that is written for health professionals. Do not use JUBLIA for a condition for which it was not prescribed. Do not give JUBLIA to other people, even if they have the same condition you have. It may harm them.

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Pop Chart

LOVE IT

▲ For a limited time, McDonald's is allowing randomly selected customers to pay with "lovin,'" a.k.a. calling friends and family to say "I love you."



▲ "Let It Go" songwriters Robert Lopez and Kristen Anderson-Lopez have written an original tune for host Neil Patrick Harris to perform at the Oscars.

▲ Eddie Murphy is set to return to Saturday Night Live for the first time since 1984 for the show's 40th-anniversary celebration.



▲ Disney will debut a TV show starring its first Latina princess in 2016. Her name: Elena of Avalor.

STYLE ICONS *The Ebony Fashion Fair*, a roving couture event that ran from 1958 to 2009, made waves not just with its gowns but also with its models, all of whom were black. That legacy is being celebrated at the Milwaukee Art Museum, where fair staples from Marc Bohan (left), Valentino (middle), Pierre Balmain (right) and more are on view through May 3.



QUICK TALK James Spader

The former *Office* star, 54, has gone dark as Raymond "Red" Reddington, the mastermind at the center of the FBI's crime-fighting operations on *The Blacklist* (Thursdays on NBC). —DANIEL D'ADDARIO

Your show's winter premiere aired after the Super Bowl. Are you a big sports fan? Baseball is the sport for me. I was a Red Sox fan. My father was a devoted Red Sox fan. When I've landed on a football game, I like to watch that, but ... I really don't watch a great deal of TV. I don't have one here in New York. **So you don't watch any Blacklist competition?** No. I don't really need any help to keep focused on the job at hand—it's so all consuming. **Red loves to wear bowler hats. Do you think he had any influence on Pharrell?** Who? **He's a popular singer [who also loves to wear hats].** Uh, no. I wouldn't have any perspective about that. I've worn hats for many, many years. It just is an eminently practical piece of clothing. Especially for this character who doesn't have any hair. **You play a robot in the new Avengers sequel. Any favorite robots from pop culture past?** HAL. I certainly was very aware of HAL—2001: *A Space Odyssey*. Ian Holm played a robot in *Alien*. But you didn't know he was a robot until near the end. I don't know if I can think of any others. Oh! *Lost in Space*!



VERBATIM

'When did Nickelodeon take over halftime?'

ANDERSON COOPER, CNN anchor, in a tweet posted during Katy Perry's Super Bowl show, which featured dancing sharks and palm trees

THE DIGITS

54%

Proportion of emoji-using singles who had sex in 2014, compared with 31% of singles who abstain from emoji use, according to a new study from Match.com

MAKING A SCENE
As a founding father of Surrealist art, Joan Miró didn't care much for the status quo, reportedly declaring an "assassination of painting" traditionally in 1927. That mind-set spawned hundreds of beautifully chaotic pieces, including 1925's *Carnaval d'Arlequin*, right, one of 75 famous works on display at the Albright-Knox Art Gallery in Buffalo, N.Y., through June 1.



LEAVE IT



A French court ruled that parents could not name their baby Nutella, because it would be "contrary to the child's interest."

▼ A new video game called *Höme Improvisation* allows users to virtually assemble Ikea furniture.



▼ Americans are expected to spend **\$703 million on their pets** this Valentine's Day.

RACHEL ZOE

'I DIE.'

The celebrity stylist filed an application to trademark her catchphrase in late 2008 and may well have gotten her wish—but never followed through.

PARIS HILTON

'THAT'S HOT.'

The heiress trademarked her *Simple Life* catchphrase in 2004 and sued Hallmark in 2007 for using it on a card (alongside her likeness).

DONALD TRUMP

'YOU'RE FIRED.'

Following the success of *The Apprentice* in 2004, Trump trademarked the two famous words that finished each episode.

SNOOKI

'SNOOKI'

The *Jersey Shore* star initially met resistance when she tried to trademark her name—there was already a trademark for Snooky the Cat, star of a children's book—but eventually got the rights to use it on shoes, handbags and more.

RYAN LOCHTE

'JEAH!'

The Olympic swimmer filed an application in 2012 to trademark his bizarre catchphrase (which means "like, almost, like, everything"); it's still pending.



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time.com/entertainment

I Gave My 5-Year-Old a Cell Phone

It turns out he understands gadget moderation better than I do



MY WIFE AND I ARE NOT helicopter parents. My son is 5, and I'm fine letting him go alone to the park, attend birthday parties by himself, make his own dinner or fly his own helicopter. Unfortunately, however, we have a helicopter child. There are few moments when Laszlo isn't physically touching me or my wife. Which means there are very few times when my wife and I are touching each other.

So while some parents struggle over when to let their kids have their first cell phone, I want to get mine one right now. I figure if he can call me, he might go over to a friend's house without me. Or not freak out about babysitters. Or just let me go to the bathroom.

Then I read last year that LG was selling a phone for toddlers in Korea, called the KizOn. It was a watch with one button and a speaker that connected to two registered users. Reviewers lambasted it as the final sign of the end of children's freedom, but I saw it as a final chance for adults' freedom. Luckily, like all Korean advancements we mock, such as male makeup, robots and avoiding making movies making fun of North Korea, it came to America, renamed the GizmoPal. And I got one right away.

I strapped the large blue plastic watch with drawings of cars, buses and tractors to Laszlo's tiny wrist and showed him how to follow the voice prompts so we could call each other with it. Plus, I explained, the GPS would always let me know where he was. He nodded and said, "Will I always know where you are?" I was suddenly aware that giving my son my cell-phone number was dumber than giving it to my boss.

Also, I find nearly every phone conversation boring, especially the parts when I'm not talking. It was going to be way worse with Laszlo, who is the most

boring person I talk to regularly, and I work with political journalists. I was going to be stuck on the phone for hours talking about bad guys, ambulances, police and trials. Talking to a 5-year-old boy is like listening to pitches for one-hour network dramas.

So I hid the GizmoPal until we went away as a family for four days over New Year's and got a hotel babysitter for three nights. He would normally throw a fit over a new caretaker, but the watch made him feel a bit better, along with the fact that we'd be two floors away. At dinner,



we noted how surprised we were that Laszlo didn't call. Until I checked the Verizon phone I was borrowing, since the GizmoPal doesn't work with my AT&T service. And I saw that Laszlo had called four times. The only thing douchier than giving your 5-year-old a cell phone is giving your 5-year-old a cell phone and not answering when he calls.

I walked outside and called his watch nervously, figuring that if I have to answer tough questions when I don't pick up the phone for my wife, this was going to be a rough inquisition. I almost started to tell him that yes, I was drinking, but it was a business meeting and it was taking so long mostly because everyone showed up so late, when I realized that Laszlo was totally chill. "I thought, Never

mind. I would either call you back or you would call me back," he said. Worse yet, he just called to tell us he loved us. This little bastard was playing some high-level mind games.

The phone was giving Laszlo the reassurance to act more independently, just like I'd hoped. But the most important factor in parenting decisions isn't whether something works; it's how other parents judge you for it. And I live in California, where letting your kids watch television is worse than not vaccinating

them for measles. So I asked a dad with older kids who was also staying at the hotel if he thought we were being bad parents by giving Laszlo a gateway drug to technology. "It's like a gateway drug to oxy-*gen*," he said. The whole fight about keeping your kids off the Internet, he added, is going to look pointless in a few years, when communication and information are embedded in everything we have. By the time Laszlo is 17, he'll be telling his self-driving car to stay no more than five inches from his mom and dad.

So I sent Laszlo to kindergarten one day with the watch, but he didn't use it during the school day. When I called him after school, he said he didn't like to talk on it in front of the other kids. This seemed very considerate toward others until he explained, "They keep pressing the button." In fact, he said, the watch wasn't all that great: "I like to use it, but I can't use it a lot because my mom is there. When my mom is not there, it's at school and it's not private." If Laszlo can expand his new understanding of privacy to include me in the bathroom, then the GizmoPal was totally worth it.

When I asked Laszlo if he would prefer a real phone, he said he shouldn't get a phone that has a screen until he's 10 because it might distract him. Like it does his mom and dad. I'm thinking of trading my iPhone for a GizmoPal. ■

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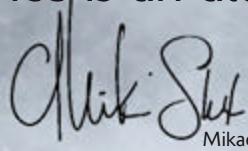
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